DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: 1st Battalion 5th Marines

Commander/Director: Lt Col Olson

Admin Number: 1808630

Wednesday, September 12, 2018

Defense Equal Opportunity Management Institute
Climate Enhancement Department
Patrick AFB, FL

Management or disciplinary actions should not be taken based solely on the results of this report.

RCS: DD-P&R (AR) 2338

TABLE OF CONTENTS

PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III, Overall Unit Summary*, *Section IV, Climate Factor Subgroup Comparison*, *Section V, DEOCS Summary of Survey Item Responses*, along with *Appendix*, *Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

https://www.deocs.net

I. HOW TO INTERPRET YOUR DEOCS

1. Start by looking at the demographic breakout in *Section II, Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.

2. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:

a. Unit: Examine *Section III, Overall Unit Summary* to compare your unit's favorability* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.

b. Subgroups: Examine *Section IV, Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.

3. Examine the item-level results using the favorable/unfavorable response rates in *Section V, DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.

4. Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.

5. Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.

6. In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI, Recommendations*.

* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

HOW TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
Green	Excellent	90% and above favorable responding	• Almost complete unit endorsement of scale • Area of excellence and maintenance/stability actions recommended
Blue	Adequate	Between 70% and 89% favorable responding	• Majority of unit endorsed scale and reached recommended endorsement threshold (70%) • Area not of concern but room for improvement
Yellow	Caution	Between 50% and 69% favorable responding	• Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%) • Area flagged for concern. Actions should be considered to boost endorsement

Red	Improvement Needed	Below 50% favorable responding	• Majority of unit did NOT endorse scale • Area of great concern and corrective actions should be taken ASAP

II. DEMOGRAPHIC BREAKOUT

Table 1: Demographic Representation

REPRESENTATION		
1st Battalion 5th Marines	**Number**	**Percent**
Majority	201	47.2%
Minority	189	44.4%
Declined to Respond	36	8.5%
American Indian or Alaskan Native	7	1.6%
Asian	5	1.2%
Black	29	6.8%
Native Hawaiian or Other Pacific Islander	8	1.9%
White	280	65.7%
Selected Multiple Races	23	5.4%
Declined to Respond	74	17.4%
Hispanic	132	31.0%
Not Hispanic	256	60.1%
Declined to Respond	38	8.9%
Women	5	1.2%
Men	421	98.8%
Junior Enlisted (E1 - E6)	392	92.0%
Senior Enlisted (E7 - E9)	10	2.3%
Warrant Officer (WO1 - CW5)	0	0.0%
Junior Officer (O1 - O3)	21	4.9%
Senior Officer (O4 - Above)	1	0.2%
Junior Federal Civilian (Grades 1 - 12)	1	0.2%
Senior Federal Civilian (Grades 13 - SES)	1	0.2%
Non-Appropriated Funds (NAF)	0	0.0%
Wage Grade (WG/WS/WL)	0	0.0%
Other	0	0.0%
Supervisor (civilian only)	1	50.0%
Non-Supervisor (civilian only)	1	50.0%

Total   426

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All respondents who select any other race and/or Hispanic are included in

the minority subgroup; the "Declined to Respond" designation includes those respondents whose responses to the race and ethnicity items render it impossible to classify them as majority or minority.

All Warrant Officers (WO1 - CW5) will be combined with Junior Officers in *Section IV, Climate Factor Subgroup Comparison*. Additionally, all Wage Grade and Non-Appropriated Fund civilians will not be in the Junior/Senior Civilian breakout within *Section IV, Climate Factor Subgroup Comparison*.

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III.   OVERALL UNIT SUMMARY

The figure below compares your organization's favorability ratings for each climate factor against units in your Service with similar functions (Unit Types), and to your parent Service. Unit Type and Service favorability ratings are updated on a bi-annual basis, during the first half or second half of the fiscal year. The block to the right of each figure displays your organization's favorability rating and will be color-coded green, blue, yellow, or red. Please refer to How to Interpret DEOCS Color Coding on page 4 for more information regarding the DEOCS color-coding convention. To understand how the Service and Unit Type favorability ratings were calculated and considerations for assessing the generalizability these results, contact the DEOCS Support Team. Some Unit Type favorability ratings are unavailable as an insufficient number of that Unit Type completed the DEOCS, thus a representative sample was not obtained.

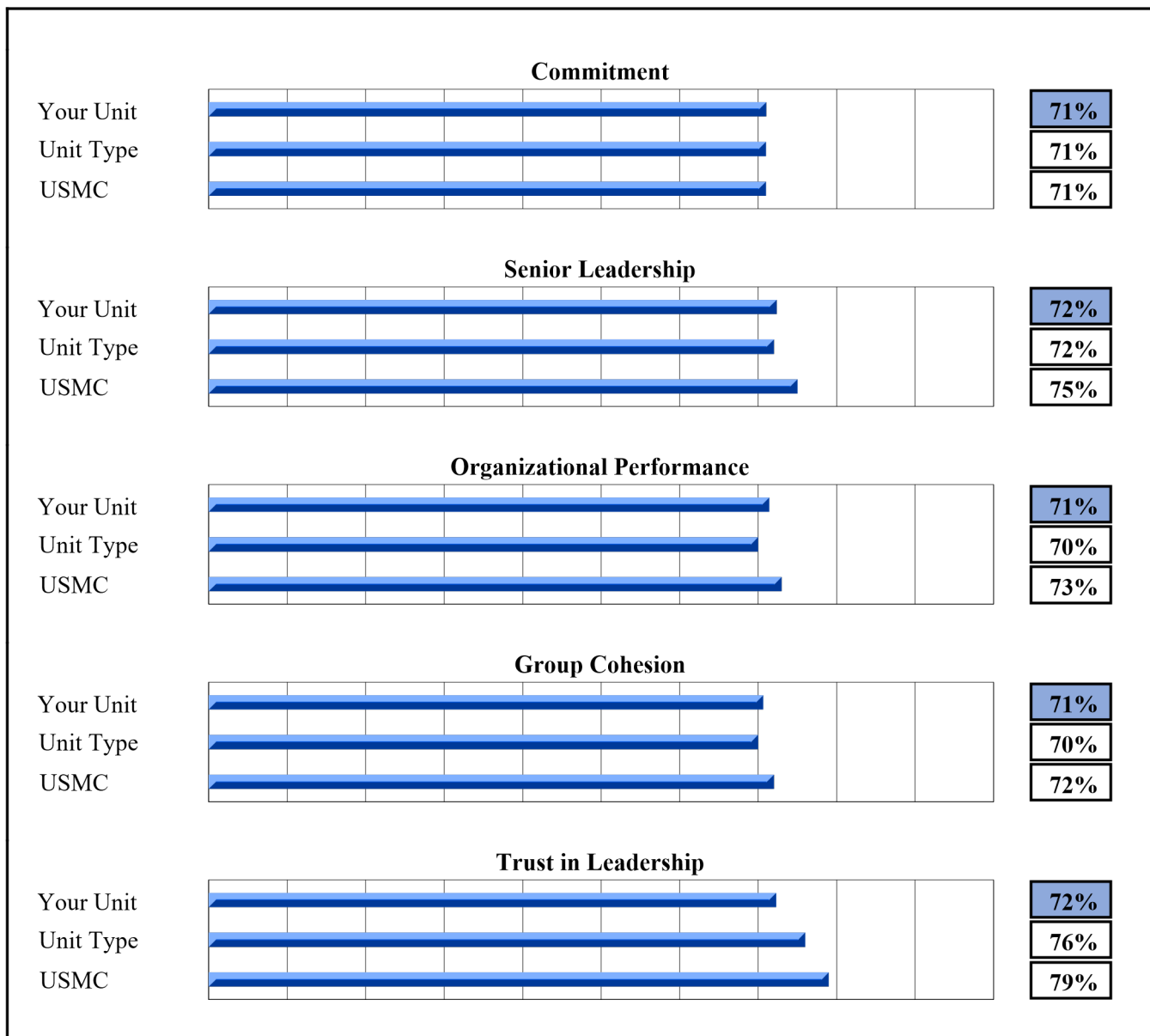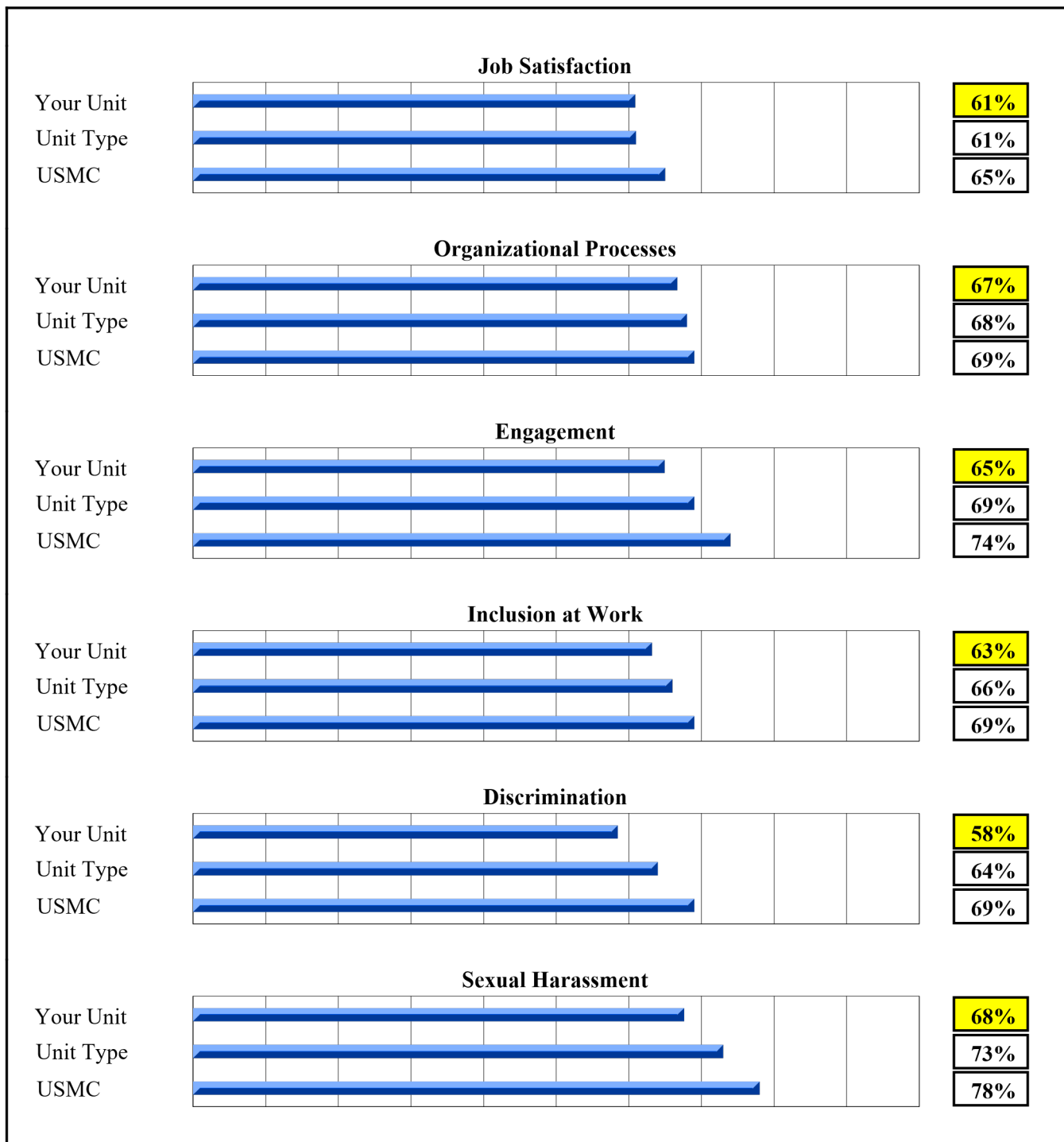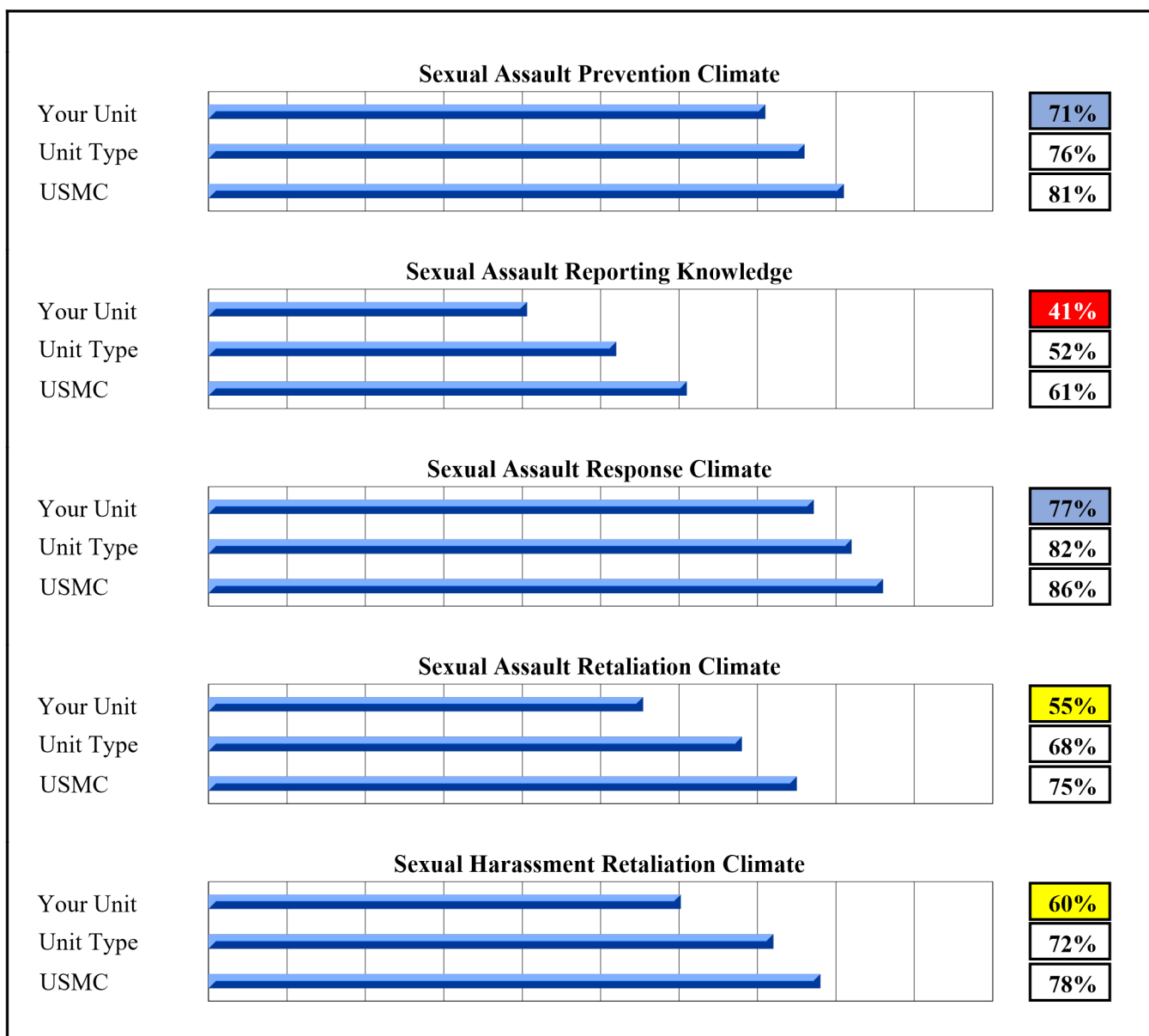<div align="center">**Figure 2: Unit Summaries**</div>

<div align="center">

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

</div>

Commitment

Your Unit		71%
Unit Type		71%
USMC		71%

Senior Leadership

Your Unit		72%
Unit Type		72%
USMC		75%

Organizational Performance

Your Unit		71%
Unit Type		70%
USMC		73%

Group Cohesion

Your Unit		71%
Unit Type		70%
USMC		72%

Trust in Leadership

Your Unit		72%
Unit Type		76%
USMC		79%

Figure 2 (cont): Unit Summaries

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

Unit Type = Infantry

Job Satisfaction

Your Unit		**61%**
Unit Type		61%
USMC		65%

Organizational Processes

Your Unit		**67%**
Unit Type		68%
USMC		69%

Engagement

Your Unit		**65%**
Unit Type		69%
USMC		74%

Inclusion at Work

Your Unit		**63%**
Unit Type		66%
USMC		69%

Discrimination

Your Unit		**58%**
Unit Type		64%
USMC		69%

Sexual Harassment

Your Unit		**68%**
Unit Type		73%
USMC		78%

Figure 2 (cont): Unit Summaries

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

Sexual Assault Prevention Climate

Your Unit	71%
Unit Type	76%
USMC	81%

Sexual Assault Reporting Knowledge

Your Unit	41%
Unit Type	52%
USMC	61%

Sexual Assault Response Climate

Your Unit	77%
Unit Type	82%
USMC	86%

Sexual Assault Retaliation Climate

Your Unit	55%
Unit Type	68%
USMC	75%

Sexual Harassment Retaliation Climate

Your Unit	60%
Unit Type	72%
USMC	78%

IV.   CLIMATE FACTOR SUBGROUP COMPARISONS

Organizational Effectiveness Factors

The following figure displays the **Organizational Effectiveness (OE)** Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor.

Figure 3: OE Subgroup Comparison

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

1st Battalion 5th Marines
Organizational Effectiveness

	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
73% 66% Minority	73%	72%		69%	72%	61%	68%	
73% 68% Majority	75%	75%		75%	75%	64%	70%	

	Commit	Senior Leader	Org Perform	Group Cohesion	Trust in Leader	Job Satisfact	Org Process	Engage
Women	73%	75%	73%	60%	65%	60%	67%	60%
Men	71%	72%	71%	71%	72%	61%	67%	65%
Enlisted	70%	72%	71%	69%	71%	60%	65%	64%
Officer	100%	93%	82%	97%	99%	89%	92%	94%
Junior Enlisted	70%	71%	71%	69%	71%	59%	65%	63%
Senior Enlisted	80%	93%	90%	100%	93%	70%	80%	67%
Junior Officer	100%	93%	81%	97%	99%	89%	92%	94%
Senior Officer								

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
Military	71%	73%	72%	71%	73%	61%	67%	65%
Civilian	0%	0%	17%	33%	13%	17%	33%	33%
Junior Civilian								
Senior Civilian	0%	0%	33%	67%	25%	0%	67%	67%
Non-Supervisor								
Supervisor	0%	0%	33%	67%	25%	0%	67%	67%
Your Unit	71%	72%	71%	71%	72%	61%	67%	65%

Equal Opportunity / Equal Employment Opportunity / Fair Treatment & Sexual Assault Prevention and Response Climate Factors

The following figure displays the **EO / EEO / Fair Treatment & SAPR** Climate Factor favorability ratings by demographic subgroup. No data are displayed in cases where fewer than five people in a subgroup completed the survey; this helps maintain respondent anonymity. Refer to *Section V, DEOCS Summary of Survey Item Responses* to view the respective item level response frequencies for each factor. SH and SA refer to Sexual Harassment and Sexual Assault respectively.

Figure 4: EO/EEO/Fair Treatment & SAPR Subgroup Comparisons

1 EO/ st Battalion 5th Marines

	EEO/Fair Treatment				SAPR			
	Inclusion	Discrim	SH	SH Retaliation	SA Prevent	SA Report Knowledge	SA Response	SA Retaliation
64% Minority	57%	69%	57%		72% 52%	38%	75%	
66% Majority	63%	70%	66%		74% 62%	45%	82%	

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

Women	57%	26%	40%	47%	57%	53%	68%	53%
Men	63%	59%	68%	60%	71%	40%	77%	55%
Enlisted	62%	58%	67%	59%	70%	39%	76%	54%
Officer	95%	75%	93%	90%	97%	76%	98%	92%
Junior Enlisted	61%	57%	66%	58%	69%	38%	76%	53%
Senior Enlisted	93%	77%	93%	97%	97%	58%	98%	95%
Junior Officer	94%	76%	94%	90%	97%	76%	98%	92%
Senior Officer		71%	75%			67%		
Military	63%	59%	68%	60%	71%	41%	77%	56%
Civilian	17%	17%	0%	8%	0%	50%	30%	0%
Junior Civilian								
Senior Civilian	17%	33%	0%	17%	0%	80%	60%	0%
Non-Supervisor								

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

Supervisor	17%	33%	0%	17%	0%	80%	60%	0%
Your Unit	63%	58%	68%	60%	71%	41%	77%	55%

Caution
Between 50-69% favorable responses Adequate
Between 70-89% favorable responses Excellent
90% and above favorable responses

V.   DEOCS SUMMARY OF SURVEY ITEM RESPONSES

The following tables and figures provide the item-level response frequencies across all the DEOCS factors. The total percentage of responses and color coding for each factor mirror those found for that factor in *Section III: Overall Unit Summary*. Factor results for Bystander Intervention, Sexual Assault Reporting Knowledge, Unwanted Workplace Experiences, Connectedness, Hazing, and Bullying are presented at the end of the following tables due to different response scales. Only favorable response totals are presented in the color shaded area.

Table 2.1 Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	17 (4%)	14 (3%)	21 (5%)	66 (15%)	59 (14%)	160 (38%)	87 (20%)
This workgroup has a great deal of personal meaning to me.	13 (3%)	23 (5%)	17 (4%)	65 (15%)	67 (16%)	161 (38%)	78 (18%)
I feel a strong sense of belonging to this workgroup.	15 (4%)	13 (3%)	19 (4%)	81 (19%)	69 (16%)	152 (36%)	75 (18%)
Total	4%	4%	4%	17%	15%	37%	19%
		12%				**71%**	

Table 2.2 Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	10 (2%)	19 (4%)	17 (4%)	71 (17%)	57 (13%)	152 (36%)	98 (23%)
My senior leader clarifies our organization's goals and priorities.	12 (3%)	12 (3%)	13 (3%)	67 (16%)	59 (14%)	154 (36%)	107 (25%)
My senior leader communicates a clear vision for the future.	9 (2%)	20 (5%)	21 (5%)	65 (15%)	66 (15%)	151 (35%)	92 (22%)
My senior leader listens to the concerns of the organization's military members and employees.	17 (4%)	18 (4%)	16 (4%)	76 (18%)	58 (14%)	145 (34%)	94 (22%)

	3%	4%	4%		14%	35%	23%
Total				16%			
		11%				72%	

Table 2.3 Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	11 (3%)	14 (3%)	13 (3%)	80 (19%)	80 (19%)	148 (35%)	78 (18%)
My organization's performance, compared to similar organizations, is high.	9 (2%)	10 (2%)	19 (4%)	84 (20%)	52 (12%)	141 (33%)	109 (26%)
My organization makes good use of available resources to accomplish its mission.	10 (2%)	17 (4%)	20 (5%)	72 (17%)	59 (14%)	165 (39%)	81 (19%)
	2%	3%	4%		15%	36%	21%
Total				18%			
		10%				71%	

Table 2.4   Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	8 (2%)	14 (3%)	17 (4%)	78 (18%)	60 (14%)	169 (40%)	78 (18%)
We all take responsibility for the performance of the workgroup.	14 (3%)	19 (4%)	15 (4%)	68 (16%)	59 (14%)	164 (38%)	85 (20%)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	18 (4%)	24 (6%)	20 (5%)	74 (17%)	68 (16%)	143 (34%)	77 (18%)
	3%	4%	4%		15%	37%	19%
Total				17%			
		12%				71%	

Table 2.5 Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	8 (2%)	13 (3%)	10 (2%)	82 (19%)	49 (12%)	155 (36%)	107 (25%)
My immediate supervisor follows through with commitments he or she makes.	7 (2%)	14 (3%)	8 (2%)	76 (18%)	44 (10%)	171 (40%)	104 (24%)
I feel comfortable sharing my work difficulties with my immediate supervisor.	16 (4%)	24 (6%)	21 (5%)	80 (19%)	52 (12%)	151 (35%)	80 (19%)
My immediate supervisor treats me fairly.	7 (2%)	10 (2%)	10 (2%)	78 (18%)	47 (11%)	159 (37%)	113 (27%)
Total	2%	4%	3%	19%	**11%**	**37%**	**24%**
		9%				**72%**	

Table 2.6 Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	24 (6%)	19 (4%)	28 (7%)	82 (19%)	50 (12%)	141 (33%)	80 (19%)
I feel satisfied with my current job.	26 (6%)	28 (7%)	24 (6%)	90 (21%)	56 (13%)	125 (29%)	75 (18%)
I am happy with my current job.	22 (5%)	34 (8%)	31 (7%)	86 (20%)	53 (12%)	129 (30%)	69 (16%)
Total	6%	6%	6%	20%	**12%**	**31%**	**18%**
		18%				**61%**	

Table 2.7 Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members' and employees' concerns.	14 (3%)	15 (4%)	19 (4%)	79 (19%)	52 (12%)	165 (39%)	80 (19%)
Discipline is administered fairly.	19 (4%)	29 (7%)	29 (7%)	81 (19%)	40 (9%)	148 (35%)	78 (18%)
Decisions are made after reviewing relevant information.	8 (2%)	16 (4%)	15 (4%)	96 (23%)	66 (15%)	157 (37%)	66 (15%)
Total	3%	5%	5%	20%	**12%**	**37%**	**18%**
		13%				**67%**	

Table 2.8 Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	9 (2%)	4 (1%)	9 (2%)	94 (22%)	43 (10%)	167 (39%)	98 (23%)
I am enthusiastic about my work.	18 (4%)	9 (2%)	31 (7%)	96 (23%)	62 (15%)	132 (31%)	76 (18%)
Time flies when I am working.	36 (8%)	29 (7%)	20 (5%)	87 (20%)	58 (14%)	102 (24%)	92 (22%)
Total	5%	3%	5%	22%	**13%**	**31%**	**21%**
		13%				**65%**	

Table 2.9 Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Coworkers are treated as valued members of the team without losing their unique identities.	14 (3%)	16 (4%)	17 (4%)	96 (23%)	61 (14%)	147 (35%)	75 (18%)
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	14 (3%)	17 (4%)	18 (4%)	108 (25%)	70 (16%)	128 (30%)	71 (17%)
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	9 (2%)	9 (2%)	23 (5%)	98 (23%)	77 (18%)	148 (35%)	62 (15%)
Outcomes (e.g., training opportunities, awards, and recognition) are fairly distributed among military members/employees of my workgroup.	17 (4%)	24 (6%)	21 (5%)	113 (27%)	47 (11%)	133 (31%)	71 (17%)
The decision-making processes that impact my workgroup are fair.	11 (3%)	19 (4%)	18 (4%)	111 (26%)	65 (15%)	135 (32%)	67 (16%)
	Strongly Agree	**Agree**	**Slightly Agree**	**Neither Agree nor Disagree**	**Slightly Disagree**	**Disagree**	**Strongly Disagree**
I feel excluded by my workgroup because I am different.*	16 (4%)	27 (6%)	27 (6%)	98 (23%)	28 (7%)	130 (31%)	100 (23%)
Total	3%	4%	5%	24%	**14%**	**32%**	**17%**
		12%				63%	

* Note. The item marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.10 Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Discrimination Items							
Discrimination based on _____ does not occur in my workplace.							

ADMIN#: 1808630   Defense Equal Opportunity Management Institute   18

	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Race/Color/National Origin	44 (10%)	15 (4%)	12 (3%)	73 (17%)	15 (4%)	1 0 7 (25%)	160 (38%)
Religion	49 (12%)	15 (4%)	15 (4%)	71 (17%)	5 (1%)	1 1 5 (27%)	156 (37%)
Sex	50 (12%)	20 (5%)	11 (3%)	79 (19%)	18 (4%)	99 (23%)	149 (35%)
Sexual Orientation	49 (12%)	21 (5%)	14 (3%)	82 (19%)	19 (4%)	1 0 5 (25%)	136 (32%)
Age (Civilian Only)	**	**	**	**	**	**	**
Disability (Civilian Only)	**	**	**	**	**	**	**
Equal Pay (Civilian Only)	**	**	**	**	**	**	**
Genetic Information (Civilian Only)	**	**	**	**	**	**	**
Pregnancy (Civilian Only)	**	**	**	**	**	**	**

Discrimination Behavioral Subfactor							
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/ reprisal.	18 (4%)	8 (2%)	8 (2%)	97 (23%)	26 (6%)	1 3 7 (32%)	132 (31%)
	Strongly Agree	**Agree**	**Slightly Agree**	**Neither Agree nor Disagree**	**Slightly Disagree**	**Disagree**	**Strongly Disagree**
Racial slurs, comments, and/or jokes are used in my workplace.*	59 (14%)	50 (12%)	23 (5%)	109 (26%)	17 (4%)	72 (17%)	96 (23%)
Sexist slurs, comments, and/or jokes are used in my workplace.*	60 (14%)	53 (12%)	20 (5%)	108 (25%)	16 (4%)	72 (17%)	97 (23%)
Total	11%	6%	3%	21%	4%	24%	31%
		21%		21%		58%	

* Note. The items marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response.

** Note. The items marked with the asterisks (**) indicates cases where fewer than five civilians complete the survey.

Table 2.11 Discrimination Summary

Discrimination based on _____ does not occur in my workplace.	Unfavorable	Neutral	Favorable
Race/Color/National Origin	71 (17%)	73 (17%)	282 (66%)
Religion	79 (19%)	71 (17%)	276 (65%)
Sex	81 (19%)	79 (19%)	266 (62%)
Sexual Orientation	84 (20%)	82 (19%)	260 (61%)

|						
Age (Civilian Only)				**	**	**
Disability (Civilian Only)				**	**	**
Equal Pay (Civilian Only)				**	**	**
Genetic Information (Civilian Only)				**	**	**
Pregnancy (Civilian Only)				**	**	**

Table 2.12 Sexual Harassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/ supervision adequately responds to allegations of sexual harassment.	9 (2%)	4 (1%)	6 (1%)	98 (23%)	24 (6%)	137 (32%)	148 (35%)
My chain of command/ supervision plays an active role in the prevention of sexual harassment.	9 (2%)	4 (1%)	7 (2%)	89 (21%)	22 (5%)	146 (34%)	149 (35%)

	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.*	29 (7%)	16 (4%)	24 (6%)	119 (28%)	13 (3%)	96 (23%)	129 (30%)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.*	16 (4%)	20 (5%)	5 (1%)	97 (23%)	10 (2%)	69 (16%)	209 (49%)
Total	4%	3% ——— **9%**	2%	24%	**4%**	**26%** **68%**	**37%**

* Note. The items marked with the asterisk (*) indicates the question is negatively worded; therefore agreement with this item indicates an unfavorable response

Table 2.13 Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	12 (3%)	6 (1%)	6 (1%)	72 (17%)	32 (8%)	155 (36%)	143 (34%)

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor promotes responsible alcohol use.	10 (2%)	9 (2%)	4 (1%)	84 (20%)	22 (5%)	157 (37%)	140 (33%)
My immediate supervisor would correct individuals who refer to coworkers as 'honey', 'babe', 'sweetie', or use other unprofessional language at work.	24 (6%)	12 (3%)	10 (2%)	89 (21%)	22 (5%)	142 (33%)	127 (30%)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	11 (3%)	13 (3%)	13 (3%)	99 (23%)	27 (6%)	140 (33%)	123 (29%)
My immediate supervisor would intervene if an individual was receiving sexual attention at work.	9 (2%)	16 (4%)	6 (1%)	85 (20%)	12 (3%)	152 (36%)	146 (34%)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes.	23 (5%)	24 (6%)	14 (3%)	90 (21%)	29 (7%)	120 (28%)	126 (30%)
Total	3%	3% ——— **9%**	2%	20%	6%	34% **71%**	31%

Table 2.14 Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	5 (1%)	3 (1%)	5 (1%)	64 (15%)	12 (3%)	110 (26%)	227 (53%)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	10 (2%)	6 (1%)	8 (2%)	76 (18%)	23 (5%)	117 (27%)	186 (44%)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members or employees from spreading rumors and speculation about the allegation.	8 (2%)	8 (2%)	8 (2%)	89 (21%)	16 (4%)	115 (27%)	182 (43%)

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	5 (1%)	3 (1%)	5 (1%)	81 (19%)	19 (4%)	130 (31%)	183 (43%)
If a coworker were to report a sexual assault, my chain of command/supervision would support the reporter for speaking up.	3 (1%)	4 (1%)	5 (1%)	90 (21%)	17 (4%)	126 (30%)	181 (42%)
Total	1%	1%	1%	19%	**4%**	**28%**	**45%**
		4%				**77%**	

The items for both the Sexual Assault Retaliation and Sexual Harassment Retaliation factors are negatively worded; therefore agreement with these items indicates an unfavorable response. Because all of the questions on this scale are negatively worded, the total disagreement responses to the items are color coded. Following the color-coding convention as in the rest of this report, this color coding reflects the percentage of favorability on the questions/scales.

Table 2.15 Sexual Assault Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, reporters of sexual assault would be excluded from social interactions or conversations.	101 (24%)	84 (20%)	19 (4%)	144 (34%)	17 (4%)	36 (8%)	25 (6%)
In my work group, reporters of sexual assault would be subjected to insulting or disrespectful remarks or jokes.	124 (29%)	95 (22%)	13 (3%)	135 (32%)	17 (4%)	22 (5%)	20 (5%)
In my work group, reporters of sexual assault would be blamed for causing problems.	127 (30%)	99 (23%)	14 (3%)	132 (31%)	11 (3%)	20 (5%)	23 (5%)
In my work group, reporters of sexual assault would be denied career opportunities.	140 (33%)	97 (23%)	15 (4%)	129 (30%)	12 (3%)	12 (3%)	21 (5%)
In my work group, reporters of sexual assault would be disciplined or given other corrective action.	135 (32%)	83 (19%)	16 (4%)	129 (30%)	13 (3%)	24 (6%)	26 (6%)
In my work group, reporters of sexual assault would be discouraged from moving forward with the report.	139 (33%)	95 (22%)	20 (5%)	126 (30%)	13 (3%)	12 (3%)	21 (5%)
Total	**30%**	**22%**	**4%**	31%	3%	5%	5%
		55%				**13%**	

Table 2.16 Sexual Harassment Retaliation Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
In my work group, military members or employees who file a sexual harassment complaint would be excluded from social interactions or conversations.	128 (30%)	95 (22%)	26 (6%)	131 (31%)	11 (3%)	20 (5%)	15 (4%)
In my work group, military members or employees who file a sexual harassment complaint would be subjected to insulting or disrespectful remarks or jokes.	141 (33%)	96 (23%)	18 (4%)	125 (29%)	14 (3%)	17 (4%)	15 (4%)
In my work group, military members or employees who file a sexual harassment complaint would be blamed for causing problems.	140 (33%)	103 (24%)	14 (3%)	127 (30%)	12 (3%)	19 (4%)	11 (3%)
In my work group, military members or employees who file a sexual harassment complaint would be denied career opportunities.	148 (35%)	100 (23%)	18 (4%)	121 (28%)	12 (3%)	12 (3%)	15 (4%)
In my work group, military members or employees who file a sexual harassment complaint would be disciplined or given other corrective action.	139 (33%)	97 (23%)	16 (4%)	126 (30%)	17 (4%)	13 (3%)	18 (4%)
In my work group, military members or employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.	141 (33%)	102 (24%)	17 (4%)	128 (30%)	13 (3%)	13 (3%)	12 (3%)
Total	**33%**	**23%**	**4%**	30%	3%	4%	3%
	60%				**10%**		

Bystander Intervention Experience in Past 12 Months

Respondents were asked if they have observed a situation they believed was, or could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 5.

Figure 5. Respondents who Observed a High Risk Situation

In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.

417 (97.9%)   9 (2.1%)
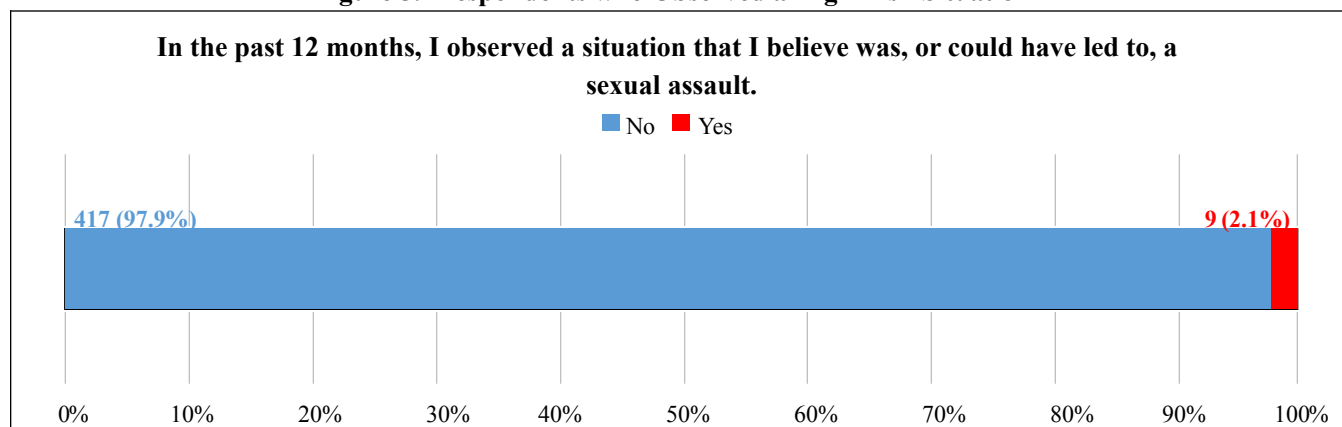
If respondents answered "yes" to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Table 3 displays the responses of those who completed the question across your organization.

Table 3. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the one response that most closely resembles your actions.	Number	Percent
I stepped in and separated the people involved in the situation.	3	33.3%
I asked the person who appeared to be at risk if they needed help.	1	11.1%
I confronted the person who appeared to be causing the situation.	0	0.0%
I created a distraction to cause one or more of the people to disengage from the situation.	1	11.1%
I asked others to step in as a group and diffuse the situation.	2	22.2%
I told someone in a position of authority about the situation.	1	11.1%
I considered intervening in the situation, but I could not safety take any action.	0	0.0%
I decided to not take action.	1	11.1%
Total	9	100.0%

Sexual Assault Reporting Knowledge

Knowledge of the sexual assault reporting options is assessed using two questions. The first item reads, "All of the following types of people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report." The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel can take a Restricted Report. "Anyone in my chain of command" and "Criminal investigator and military police officer" are incorrect answers. These persons cannot take a Restricted Report. Figure 6 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

The second item reads, "Service members who report they were sexually assaulted are eligible for the service of a military attorney." The correct answer is "True". Figure 7 displays the percentage of members in your organization who correctly identified who is eligible for the service of a military attorney.

Figure 6. Respondents' Restricted Reporting Knowledge.
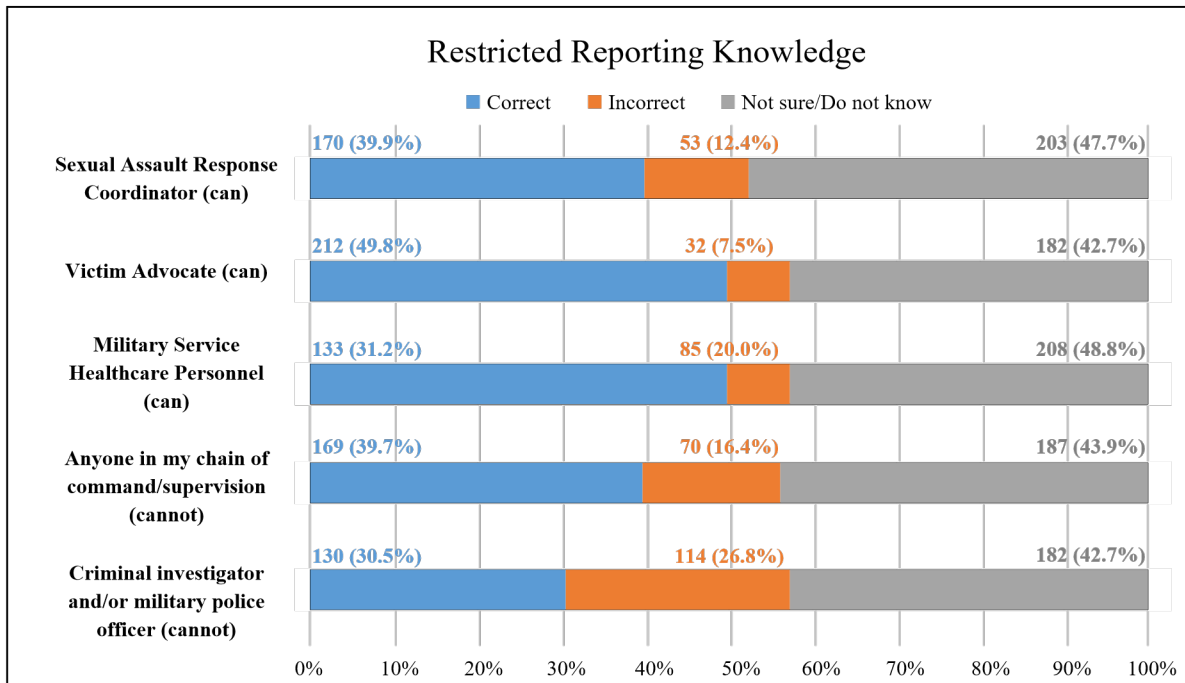
Figure 7. Respondents' Knowledge of Military Attorney Eligibility.
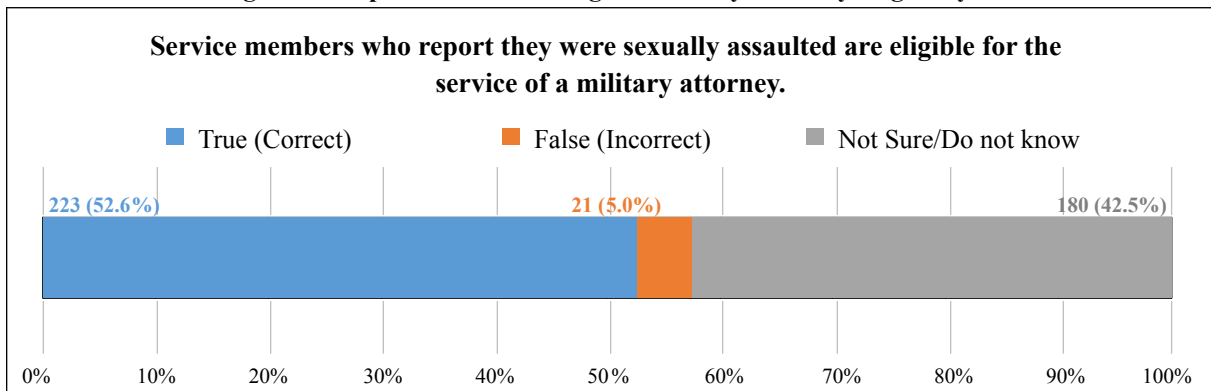
Unwanted Workplace Experiences

Below is the presentation of Yes/No response frequencies to the Unwanted Workplace Experience items. No data are displayed in cases where fewer than five people in a subgroup complete the survey.

Table 4. Respondents' Overall Unwanted Workplace Experience Responses

While under your current senior leader **and** within the last 12 months, did someone from your workplace: (Overall)

	Yes	Percent	No	Percent
Repeatedly tell sexual "jokes" that made you uncomfortable, angry, or upset?	13	3.1%	413	96.9%
Embarrass, anger, or upset you by repeatedly suggesting that you do not act like a man/ woman is supposed to?	25	5.9%	401	94.1%
Make repeated sexual comments about your appearance or body that made you uncomfortable, angry, or upset?	16	3.8%	410	96.2%
Make repeated attempts to establish an unwanted romantic or sexual relationship with you?	15	3.5%	411	96.5%
Intentionally touch you in a sexual way when you did not want them to?	11	2.6%	415	97.4%

Figure 8. Respondents' Overall Unwanted Workplace Experience Responses by Sex

While under your current senior leader **and** within the last 12 months, did someone from your workplace:
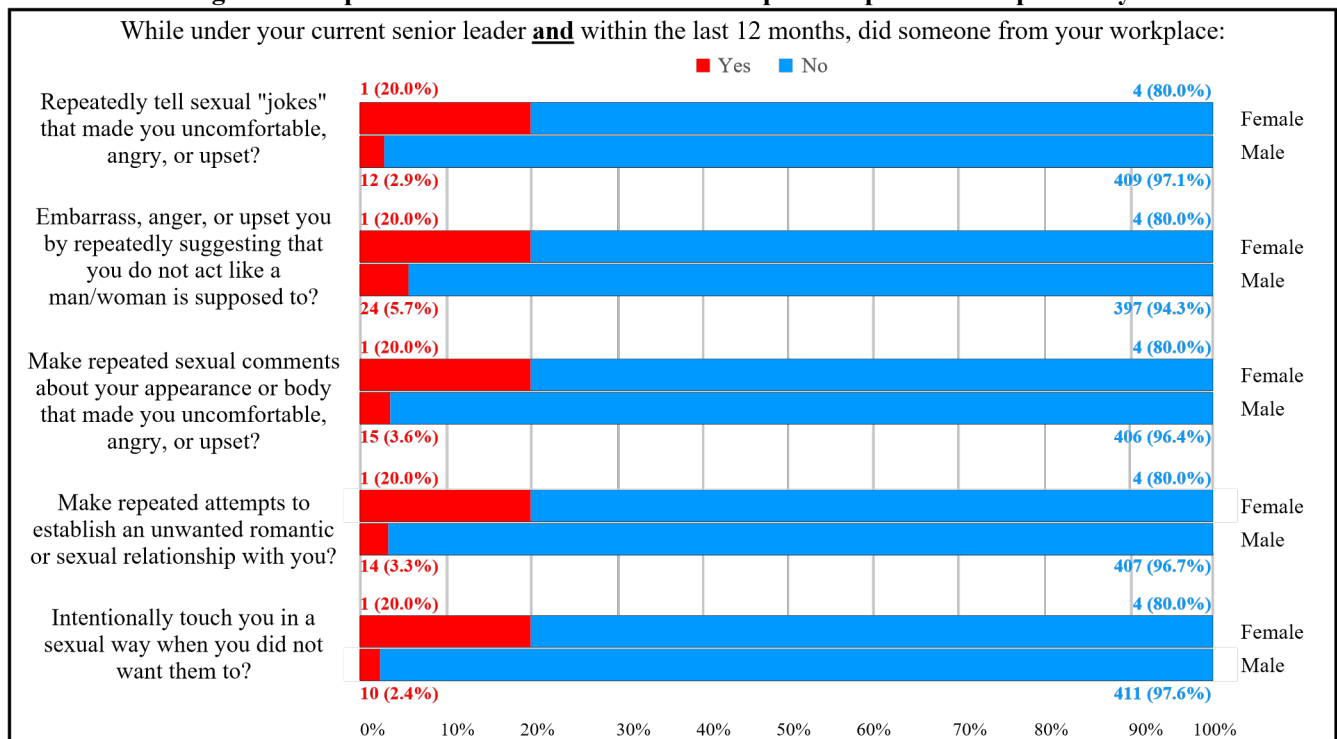
Connectedness

Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need. Burdensomeness and Belongingness are two subfactors that when combined, create an overall Connectedness factor.

Figure 9. Percentage of Respondents' Overall Connectedness

Connectedness (Overall)
■ Favorable ■ Unfavorable
75.9%   17.8%
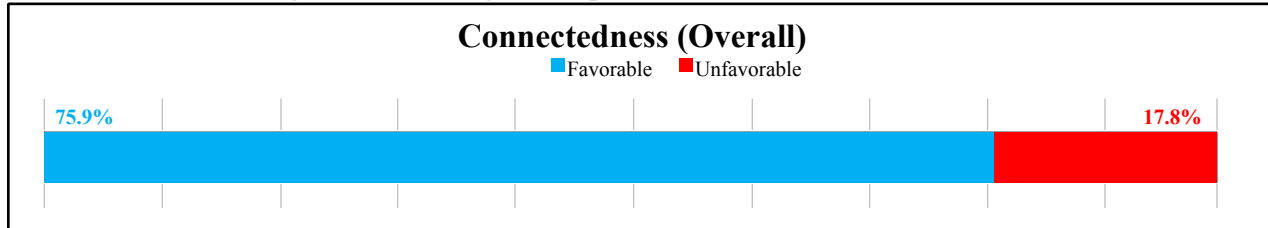
Table 5. Respondents' Connectedness Responses

Burdensomeness							
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
My future seems dark to me. (25%)	17 (4%)	31 (7%)	20 (5%)	107 (25%)	18 (4%)	105	1 2 6 (30%)
	Very true for me	True true for	Somewhat untrue for	Somewhat for me me me	Untrue for me		Not at all true for me
These days, I think I am a burden on	15 (4%) 17 (4%)	36 (8%)	-	50 (12%)	113 (27%) people in my life.		1 9 3 (46%)
Belongingness							
	Not at all Untrue Somewhat Somewhat True true for for me untrue for true for me me me me						Very true for me
These days, I feel like I belong. (38%)	20 (5%)	23 (5%)	52 (12%)	-	93 (22%)	163	73 (17%)
These days, I feel that there are of need.	19 (4%) 14 (3%)	38 (9%)	-	76 (18%)	159 (38%) people I can turn to in times		1 1 8 (28%)
Total*	4%	5%	9%		14%	32%	30%
		18%		-		76%	

* Note. The total may not equal 100% due to the changing from a seven point scale to six point scale. The loss of a response option accounts for the difference in percentage for the factor overall.

Table 6. Respondents' Knowledge of ideation of, attempted or death by suicide

I know someone in my organization who has thought of, attempted, or died by suicide.		
	Number	Percent
Thought of	63	14.9%
Attempted	23	5.4%
Died by Suicide	21	5.0%
Thought of, Attempted	16	3.8%

Attempted, Died by Suicide	2	0.5%
Thought of, Died by Suicide	7	1.7%
Thought of, Attempted, Died by Suicide	19	4.5%
None of the above	273	64.4%

Note. Results presented below the line are the possible combinations of the items above, as it was a "select all that apply." The definitions of Hazing and Bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015.

Hazing

The figure below displays response frequencies to the Hazing item. Please note that respondents' option to select more than one type of Hazing behavior accounts for disparities that may appear in the totals shown below.

Figure 11. Respondents' Responses to Hazing

Individuals in my workplace are pressured to engage in which of the following acts as part of an initiation or admission process (without a proper military or other governmental purpose). (Select all that apply)

Physically harmful acts: 20 (4.7%)
Psychologically harmful acts: 21 (4.9%)
Illegal or dangerous acts: 15 (3.5%)
N/A: 390 (91.5%)
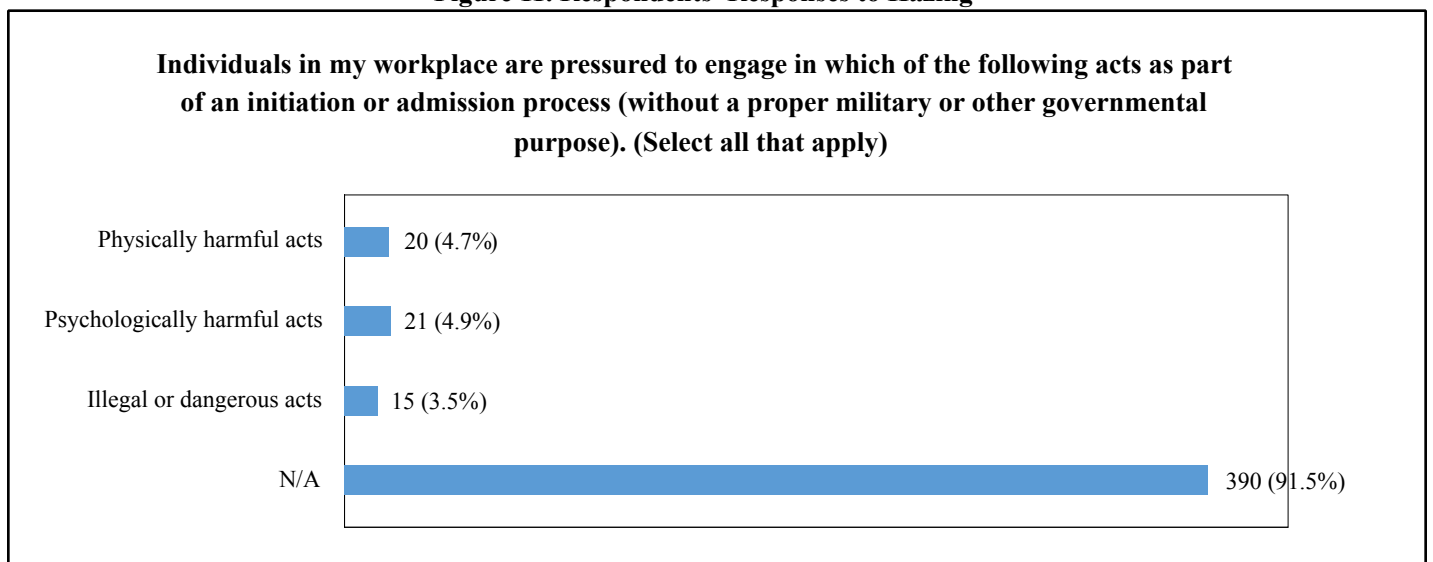
Bullying

The figure below displays response frequencies to the Bullying item. Please note that respondents' option to select more than one type of Bullying behavior accounts for disparities that may appear in the totals shown below.

Figure 12. Respondents' Responses to Bullying

Individuals in my workplace who are seen as "different" are targets of: (Select all that apply)

Category	Value
Aggression	25 (5.9%)
Abusive or malicious pranks	20 (4.7%)
Active attempts to damage their reputation	23 (5.4%)
Physical harm	11 (2.6%)
Psychological harm	27 (6.3%)
N/A	368 (86.4%)
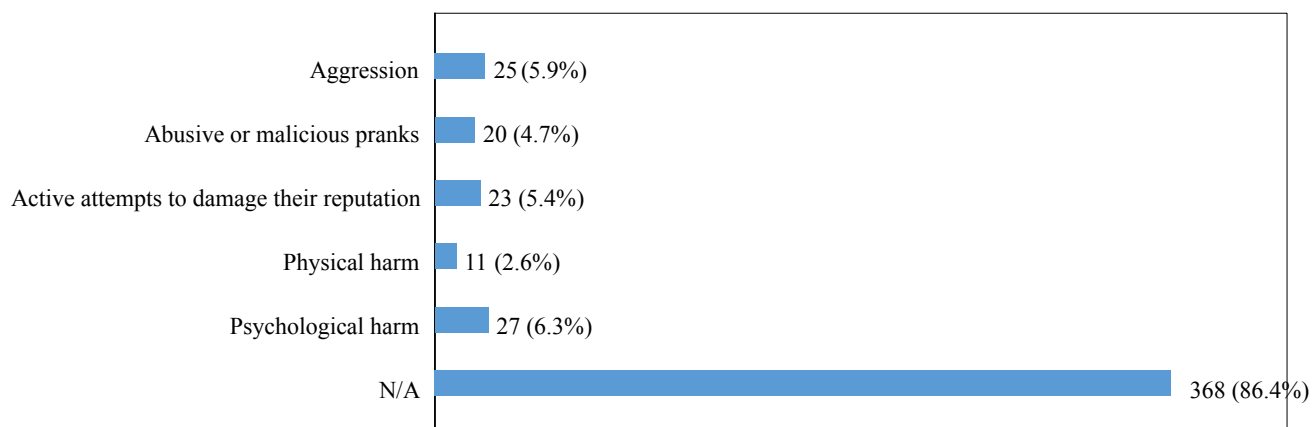
VI. RECOMMENDATIONS

The following section provides interpretation of the DEOCS report and recommended follow-on actions. Based on the data obtained, your organization's DEOCS results may display both organizational strengths and concerns. It is important to not only review *Section V, DEOCS Summary of Survey Item Responses*, but to contrast that information with *Section IV, Climate Factor Subgroup Comparison*. Additionally, the *Written Comments*, may also help to validate some areas of concerns within Sections IV and V; please ensure you review that area to determine if there are comments that address any areas of concern.

This section also seeks to provide guidance for identifying additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Compare subgroups to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.

Excellent/Adequate	Caution/Improvement Needed
Seek to identify and reinforce those practices and in place.	Examine favorability ratings among specific climate programs currently factors and demographic subgroups to determine whether diminished perceptions are more obvious
Reinforce behaviors that create a climate of worth of all members.	among some of them. inclusion, supporting and preserving the dignity and After identifying the specific climate factors with low favorability ratings and those demographic
Continue to promote and maintain a healthy human climate. This can be done by ensuring all understand their roles and record reviews.	subgroups that harbor negative perceptions relations regarding them, use these findings to plan follow-on members in the unit assessment efforts, including focus groups, responsibilities. interviews, and written
positive results to enhance members' organization and its mission.	Conducting focus groups and interviews with Share members of these subgroups can help determine commitment to the the source and extent of specific perceptions.
Consider utilizing training aids to further provide knowledge regarding key factors.	Develop an action plan to address each specific awareness and validated concern, and socialize the plan with

members. Set a timeline for each action item, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions whenever possible.

MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine   the effectiveness of the corrective actions that were taken to remedy validated perceptions.

We trust these recommendations for interpretation will prove useful. The DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

ASSESSMENT TO SOLUTIONS

Assessment to Solutions (www.deocs.net) was created to support leaders and equal opportunity professionals throughout the climate assessment process. Assessment to Solutions provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include OE, EO/ EEO/Fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.
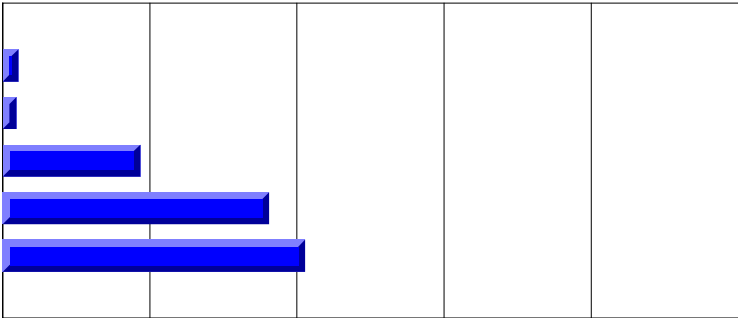
Access to products can be found at the "Assessment to Solutions" website which is designed to support leaders and equal opportunity professionals. To access the site go to:

https://www.deocs.net
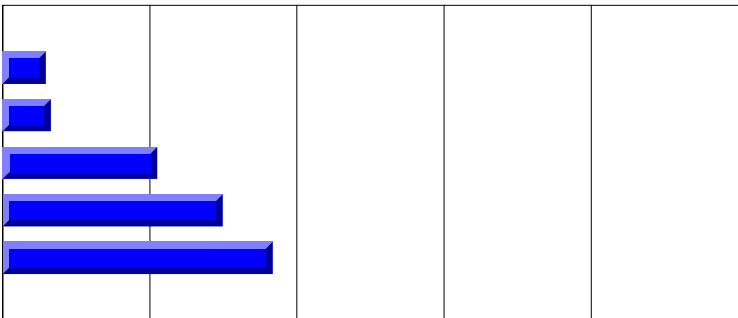
The DEOCS Support Team is available to assist you and can be contacted at:
321-494-2675/3260/4217
DSN: 854-2675/3260/4217
support@deocs.net

Appendix A: Your Locally Developed Questions
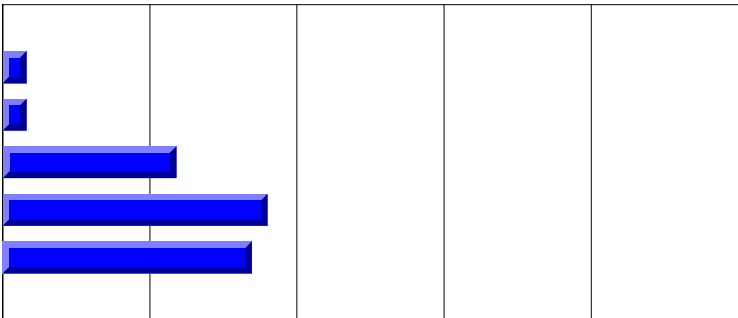
1.   Rules, regulations and policies are enforced in this command.

	Frequency	Percent
Strongly Disagree	9	2.1
Disagree	8	1.9
Neither Agree nor Disagree	80	18.7
Agree	155	36.2
Strongly Agree	176	41.1
Total	428	100.0
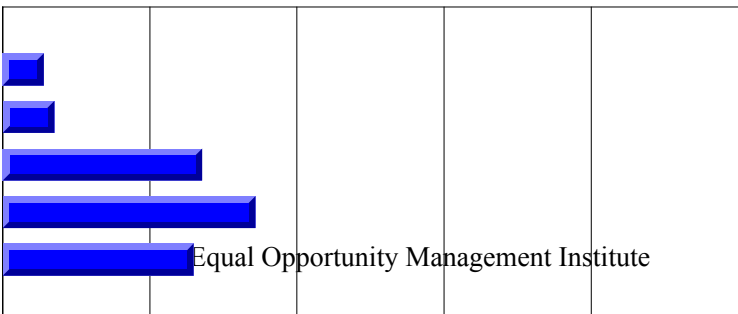
2.   I have not experienced or witnessed hazing while assigned to this command.

	Frequency			Percent
Strongly Disagree			25	5.8
Disagree	28	6.5	90	21.0
Neither Agree nor Disagree			128	29.9
Agree			157	36.7
Strongly Agree				
Total			428	100.0

3.   An atmosphere of respect exists in my work area.

	Frequency			Percent
Strongly Disagree			14	3.3
Disagree	14	3.3	101	23.6
Neither Agree nor Disagree			154	36.0
Agree			145	33.9
Strongly Agree				
Total			428	100.0

4.   I am satisfied with the physical surroundings of my work area.

	Frequency			Percent
Strongly Disagree			24	5.6
Disagree	30	7.0	116	27.1
Neither Agree nor Disagree			147	34.3
Agree			111	25.9
Strongly Agree				32

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| | | | Total | 428 | 100.0 |

5. Coworkers challenge discriminatory and sexual harassing behaviors.

	Frequency	Percent
Strongly Disagree 16		3.7
Disagree 19		4.4
Neither Agree nor Disagree	131	30.6
Agree 140		32.7
Strongly Agree 122		28.5
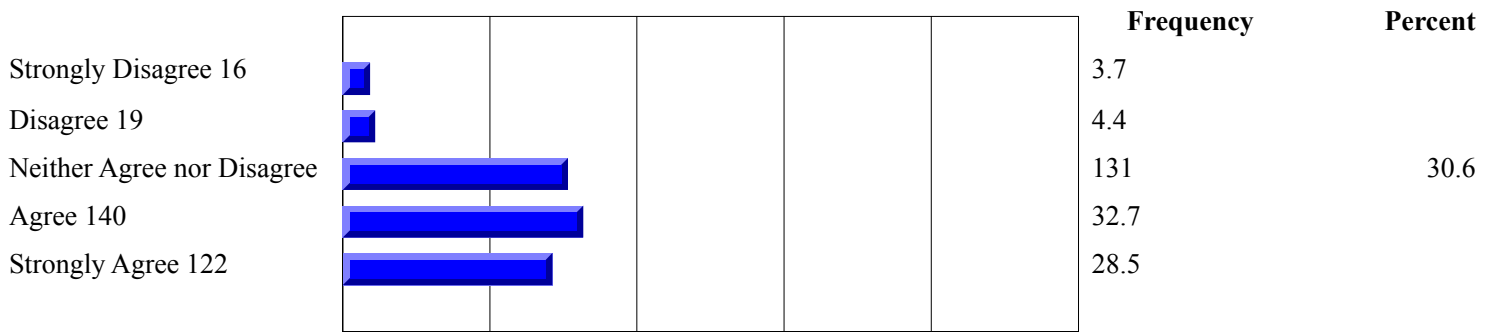
| | | Total | 428 | 100.0 |

6. Favoritism involving job opportunities does not occur in my work area.

	Frequency	Percent
Strongly Disagree 23		5.4
Disagree 34		7.9
Neither Agree nor Disagree	117	27.3
Agree 133		31.1
Strongly Agree 121		28.3
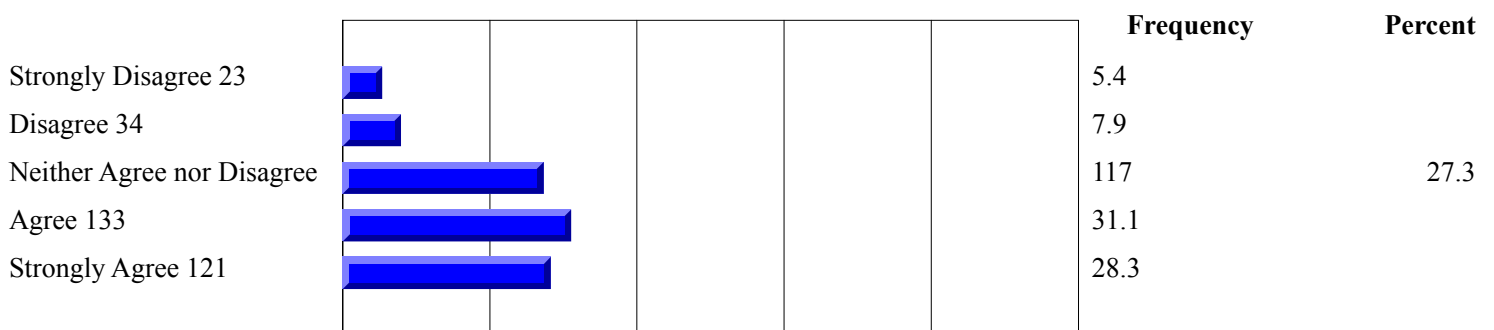
| | | Total | 428 | 100.0 |

7. The current level of morale in my command is high.

	Frequency	Percent
Strongly Disagree 40		9.3
Disagree 36		8.4
Neither Agree nor Disagree	137	32.0
Agree 132		30.8
Strongly Agree 83		19.4
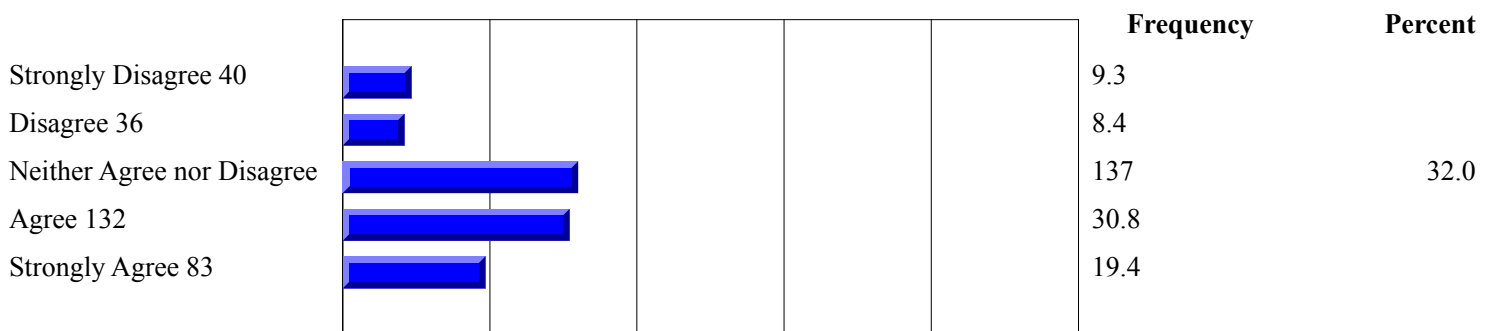
| | | Total | 428 | 100.0 |

8. My command allows me to participate in or attend special observance programs.

	Frequency	Percent
Strongly Disagree 12		2.8
Disagree 14		3.3
Neither Agree nor Disagree	166	38.8
Agree 125		29.2
Strongly Agree 111		25.9
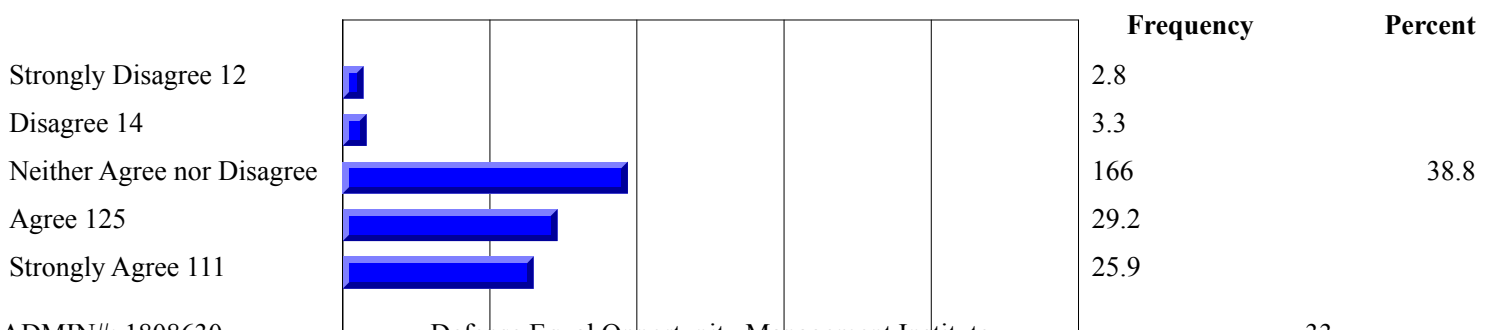
9.   I have good relationships with members of my workgroup.

		Frequency	Percent
Strongly Disagree		9	2.1
Disagree		14.3.3 107 25.0	
Neither Agree nor Disagree		166	38.8
Agree		132	30.8
Strongly Agree			
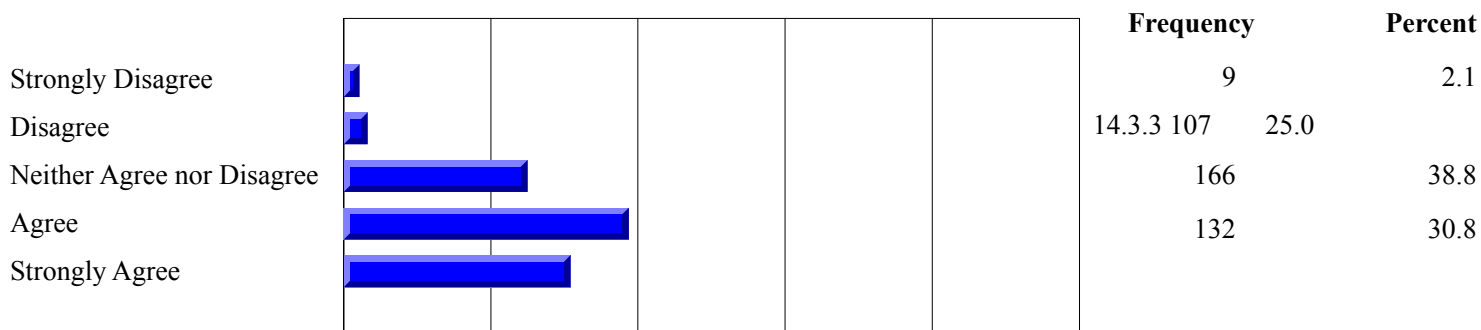
Total   428   100.0

10. The leaders in my command show a real interest in the welfare of families.

		Frequency	Percent
Strongly Disagree		15.3.5	
Disagree		26 6.1 111 25.9	
Neither Agree nor Disagree		146	34.1
Agree		130	30.4
Strongly Agree			
Total		428 100.0	
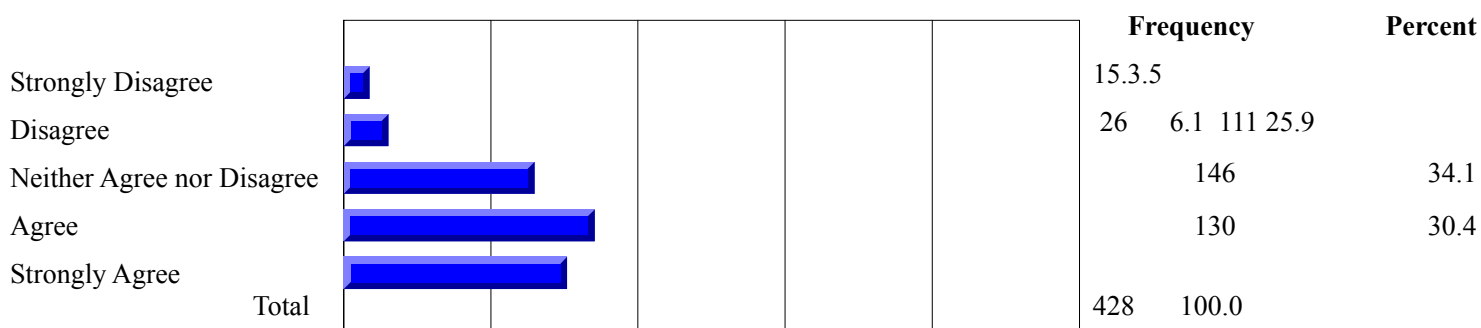
Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1.   **<u>How satisfied are you with the unit's Mentorship Program? Please explain.</u>**

I'm very pleased with the mentorship program. For the first time in 18yrs of service, I was provided an initial counseling prior to our scheduled meeting and discussed expectations.

Defense Equal Opportunity Management Institute

Defense Equal Opportunity Management Institute
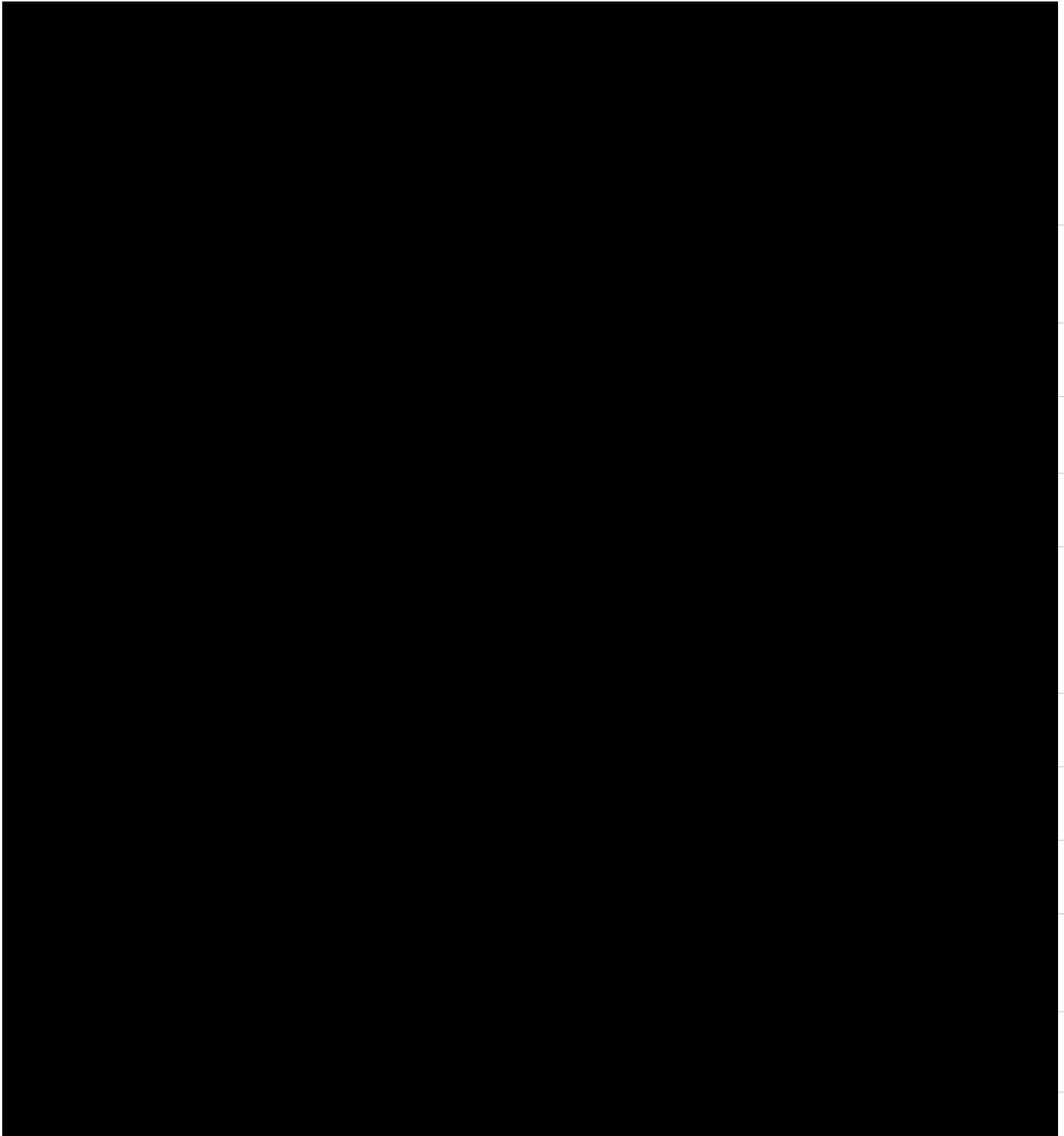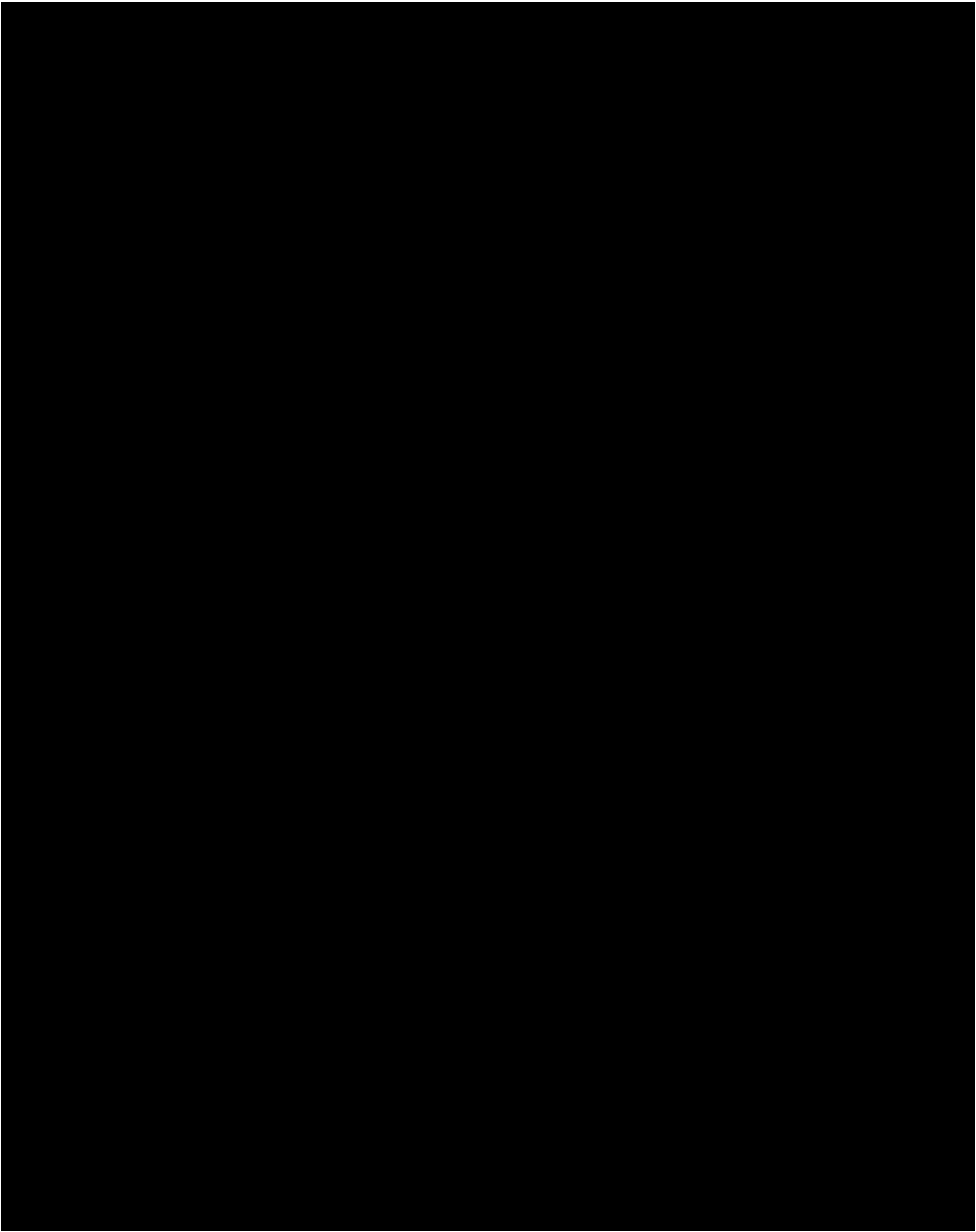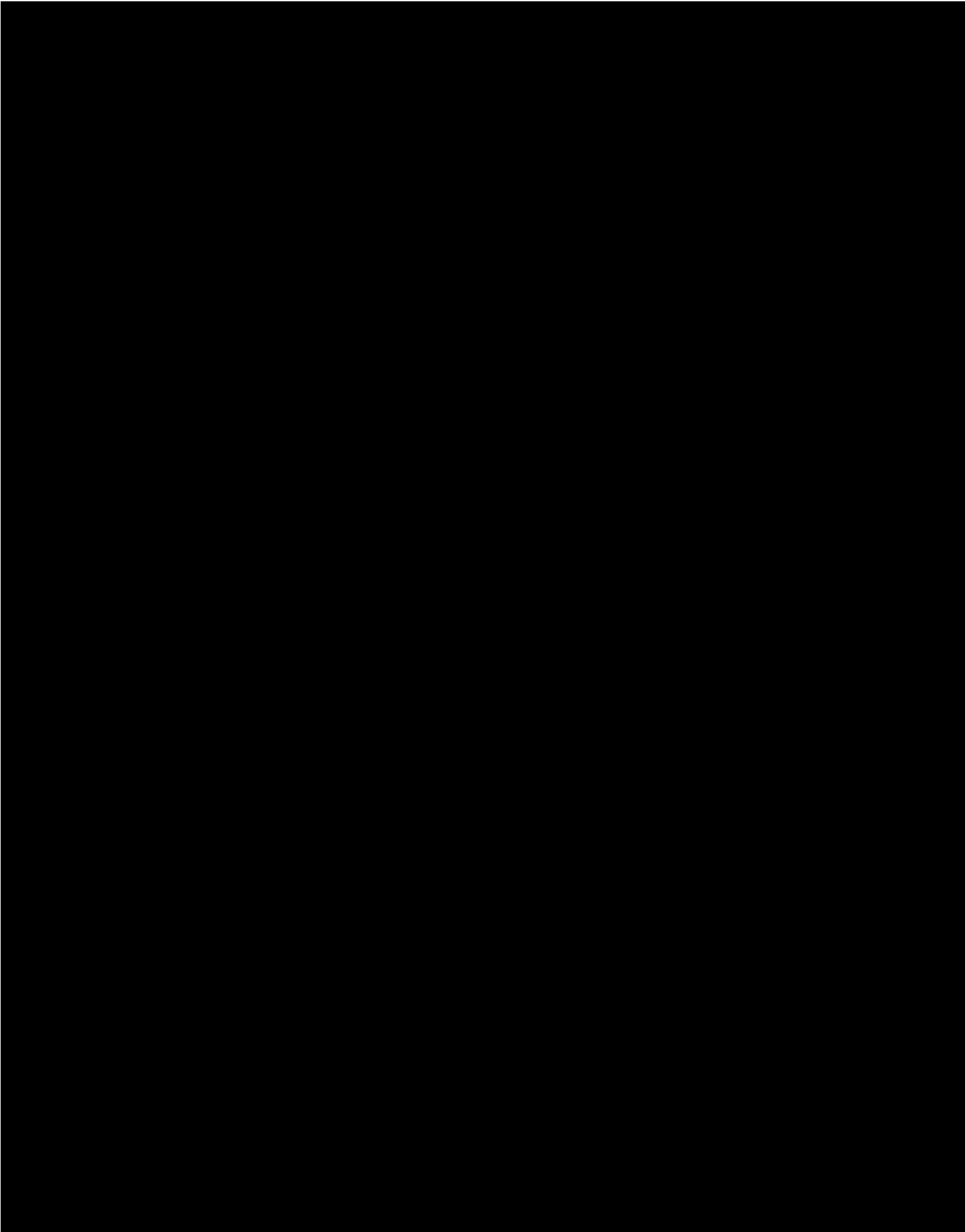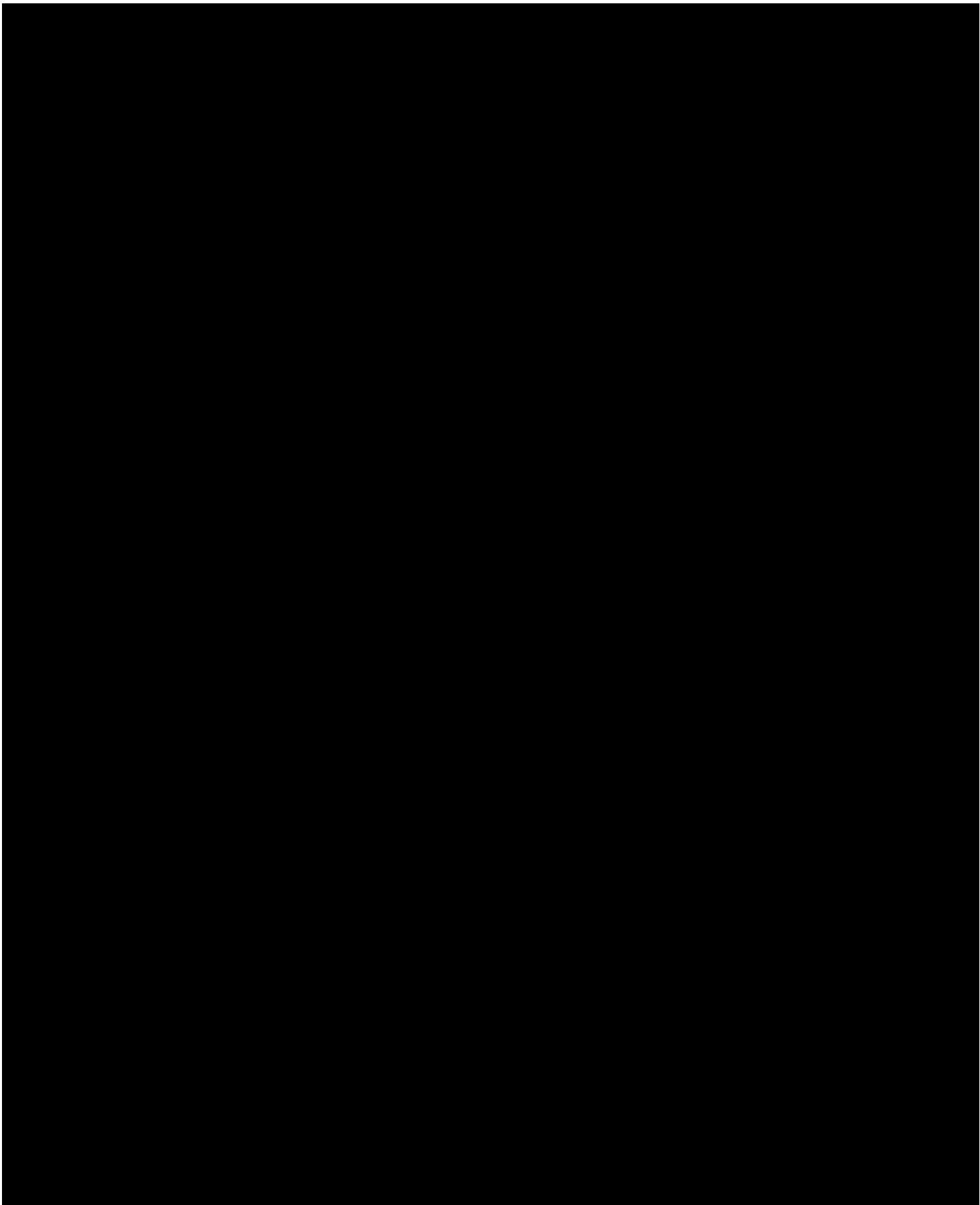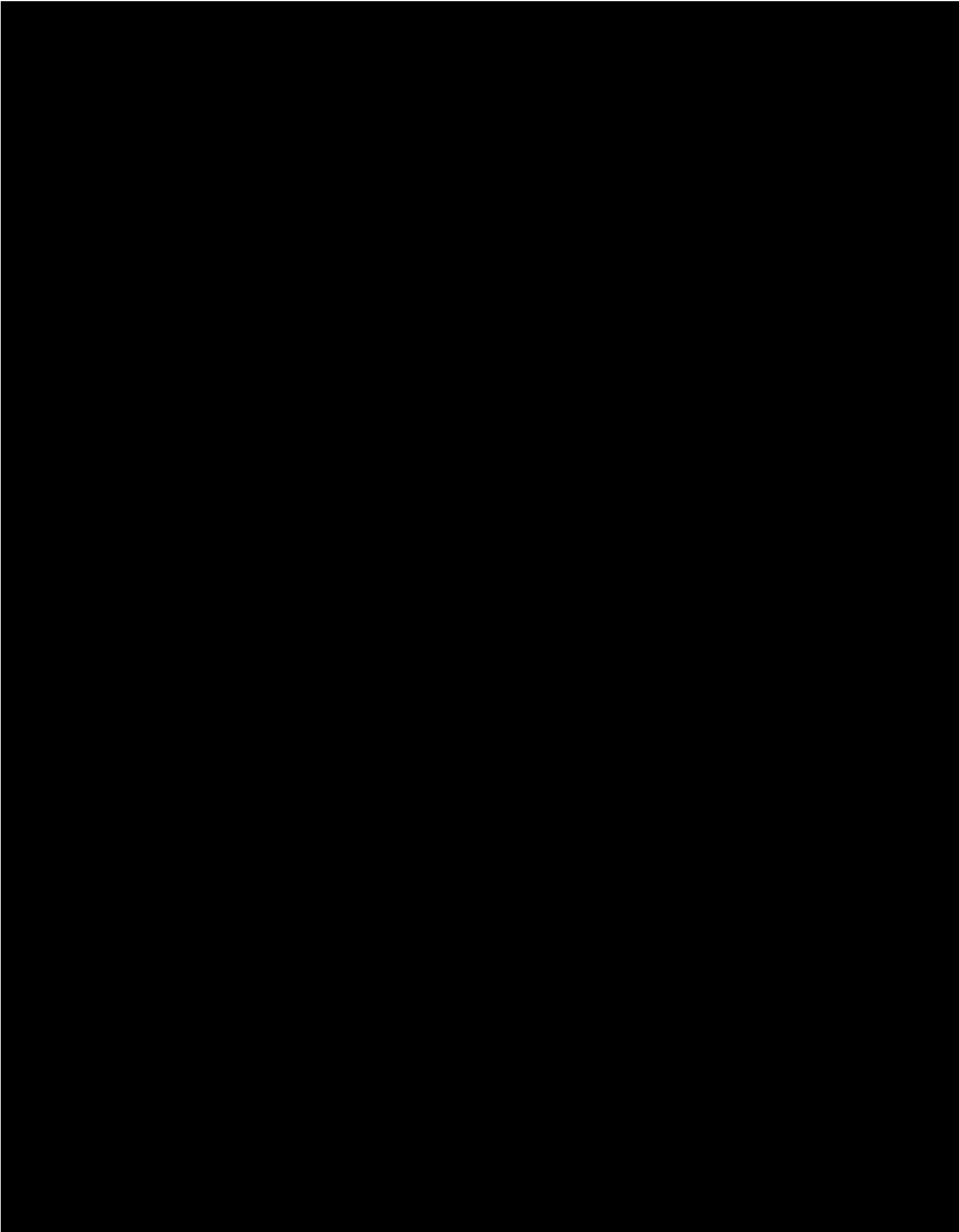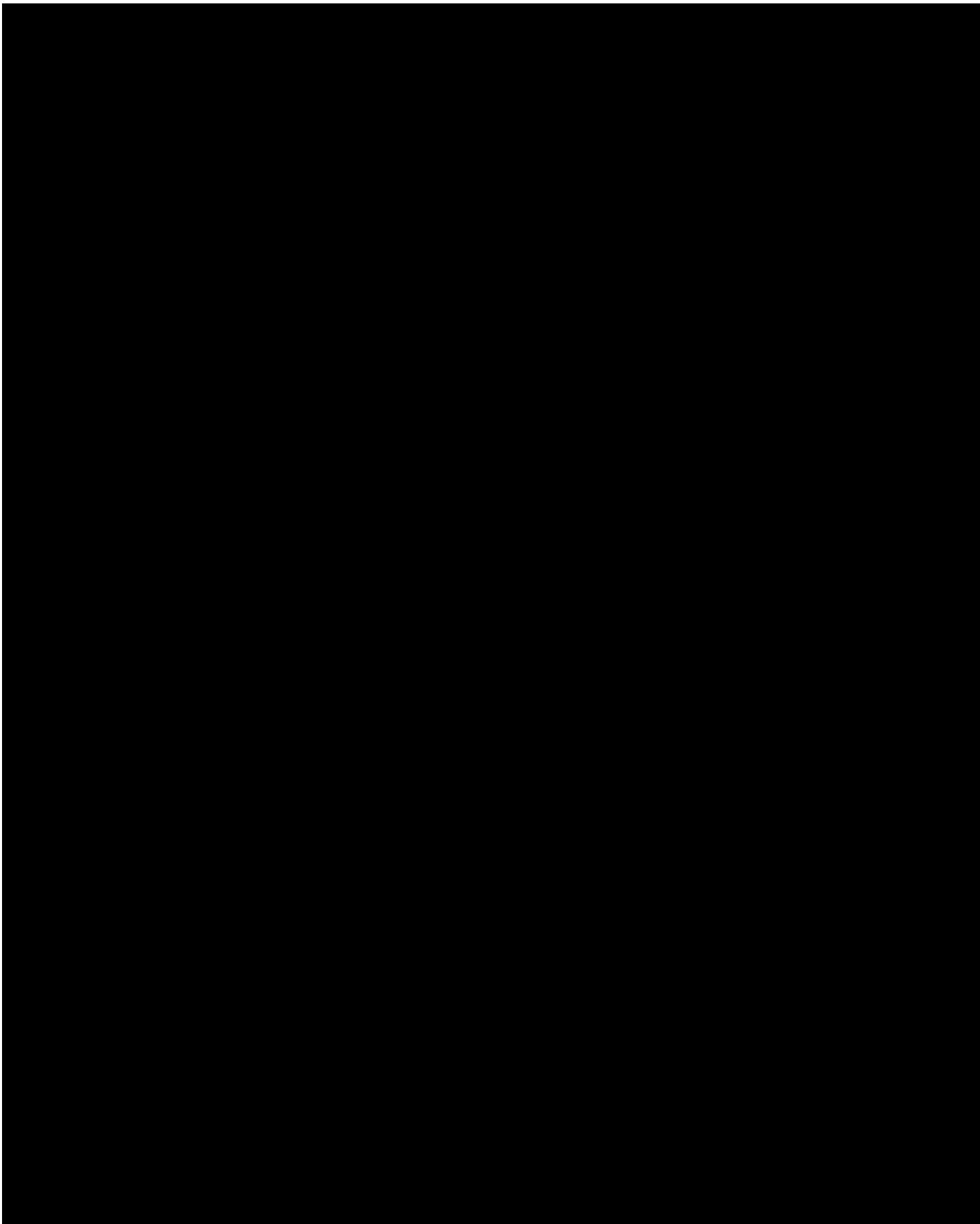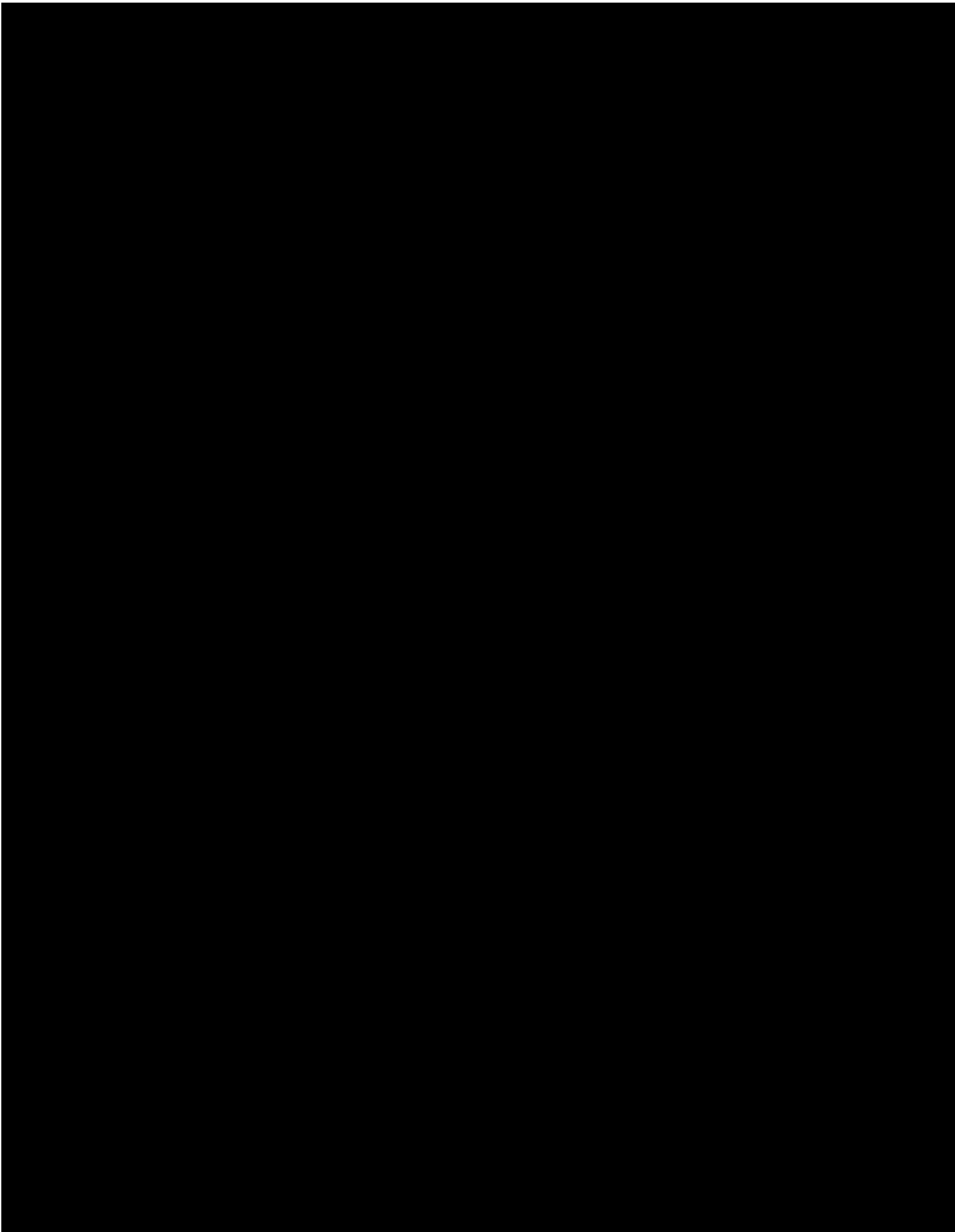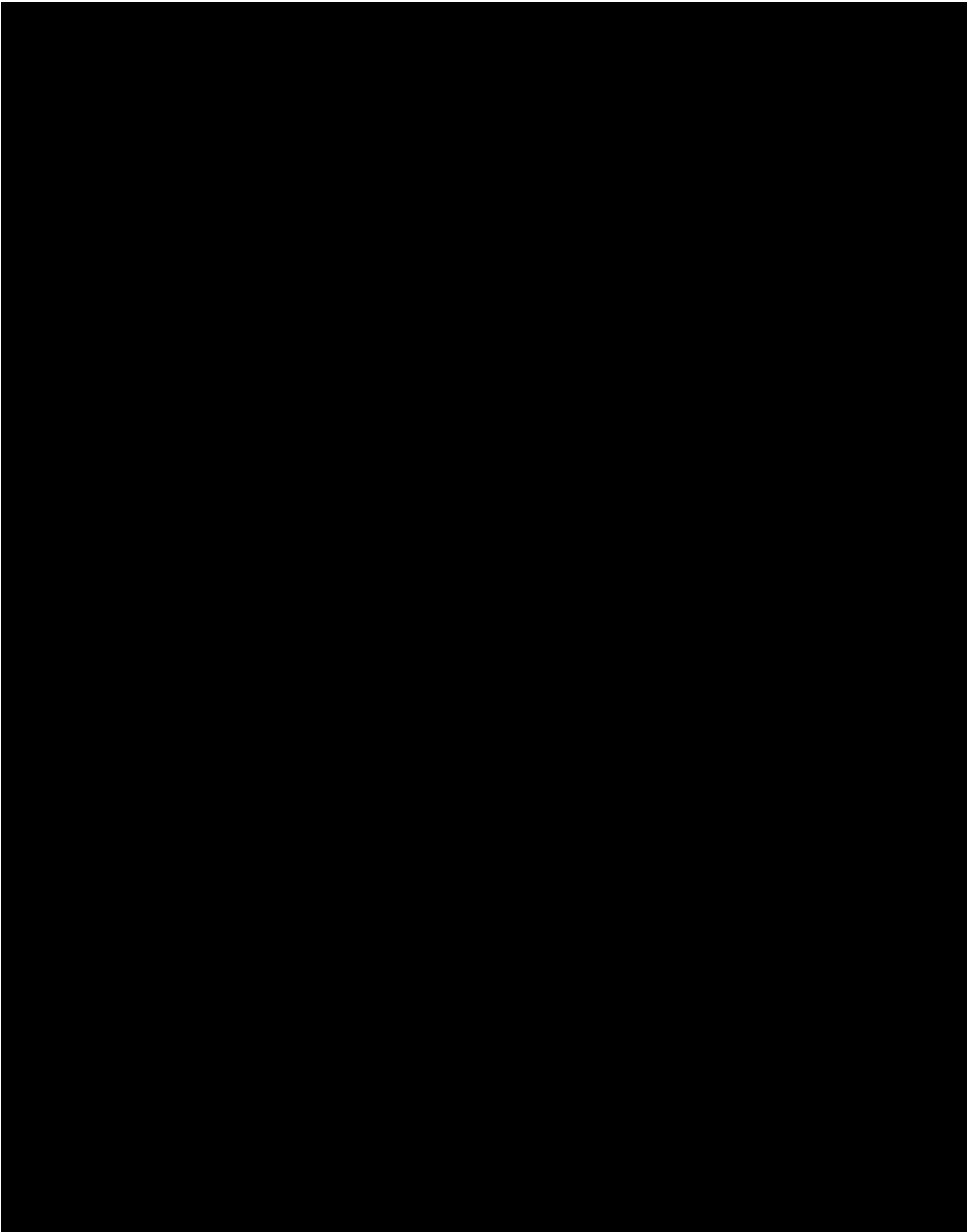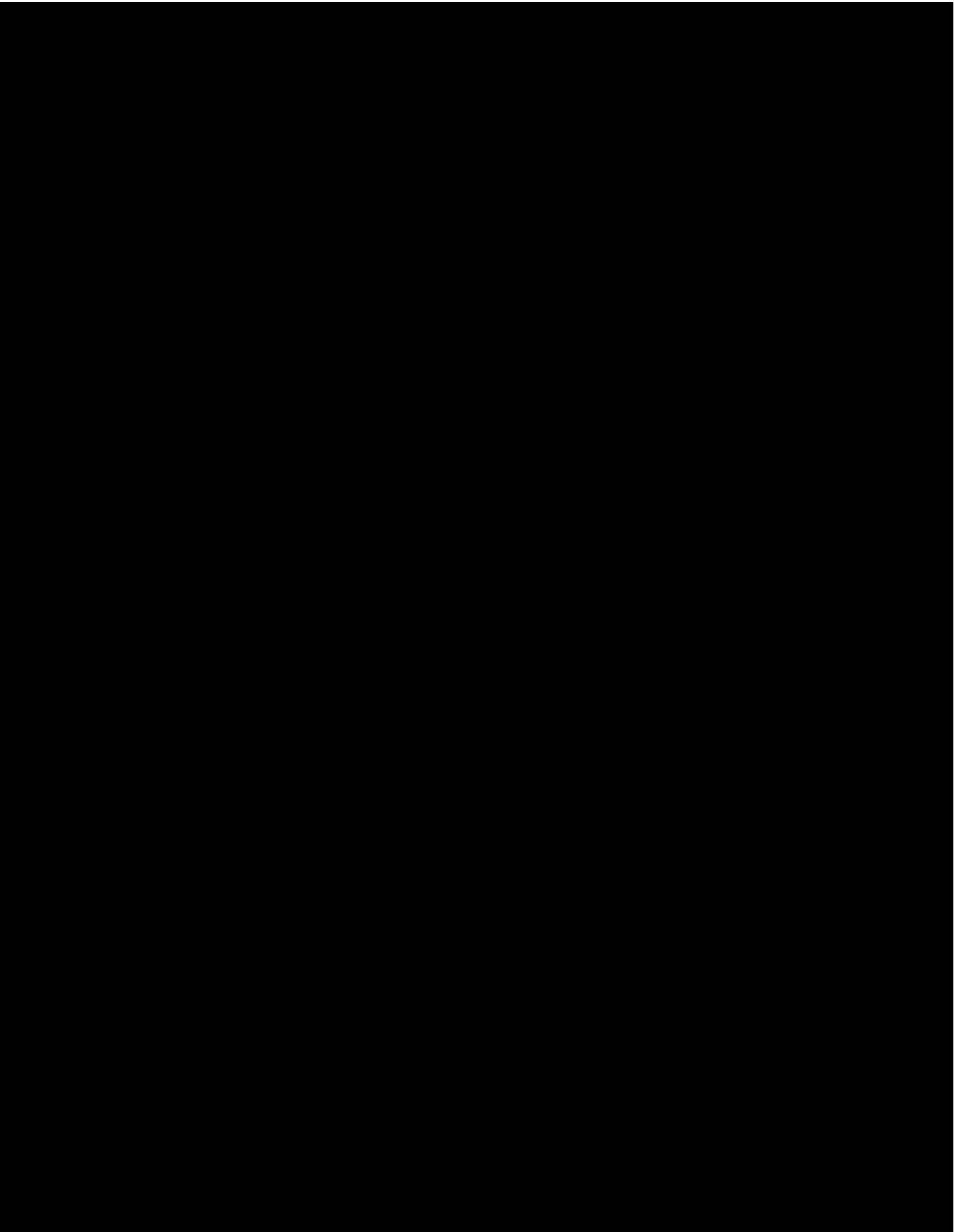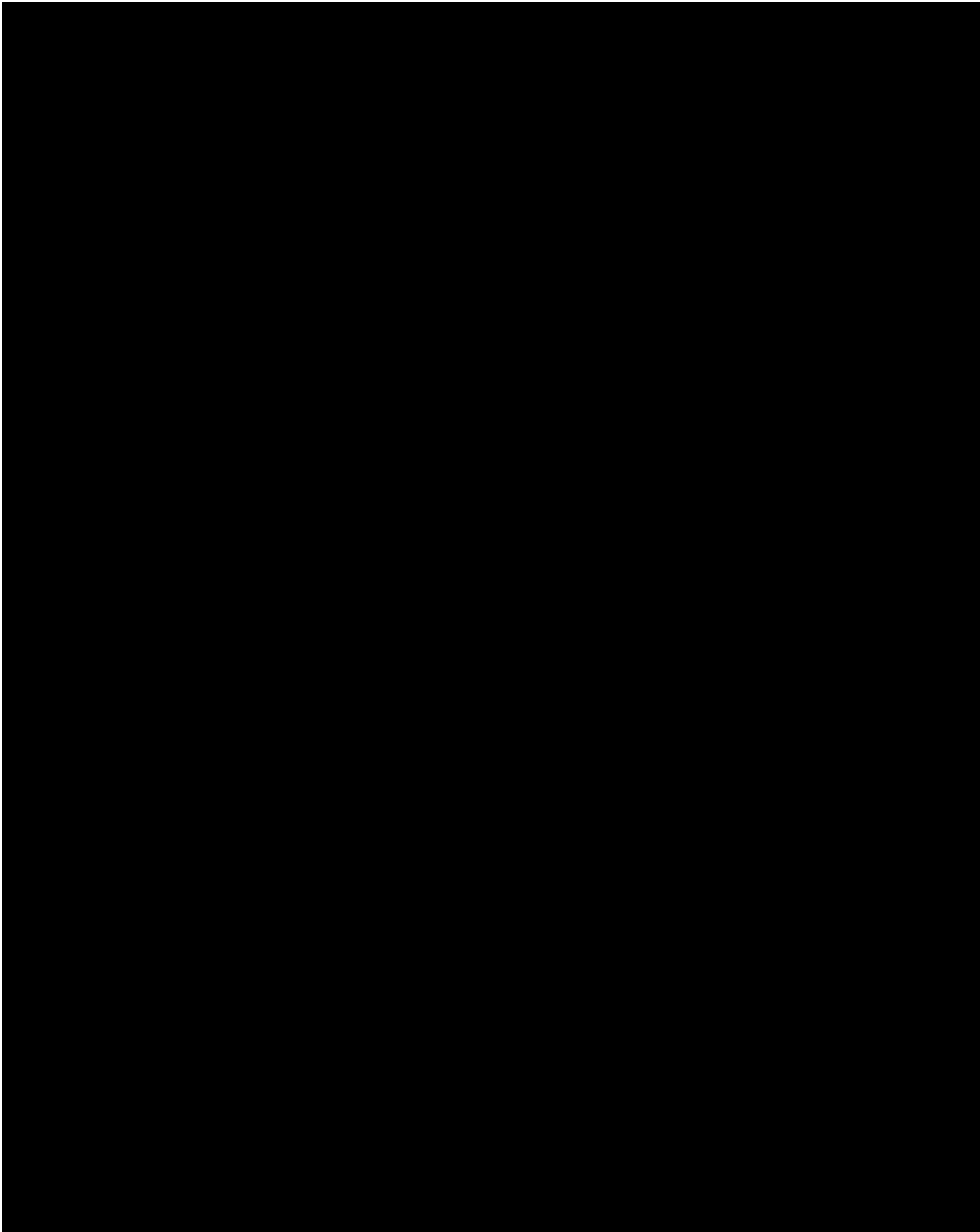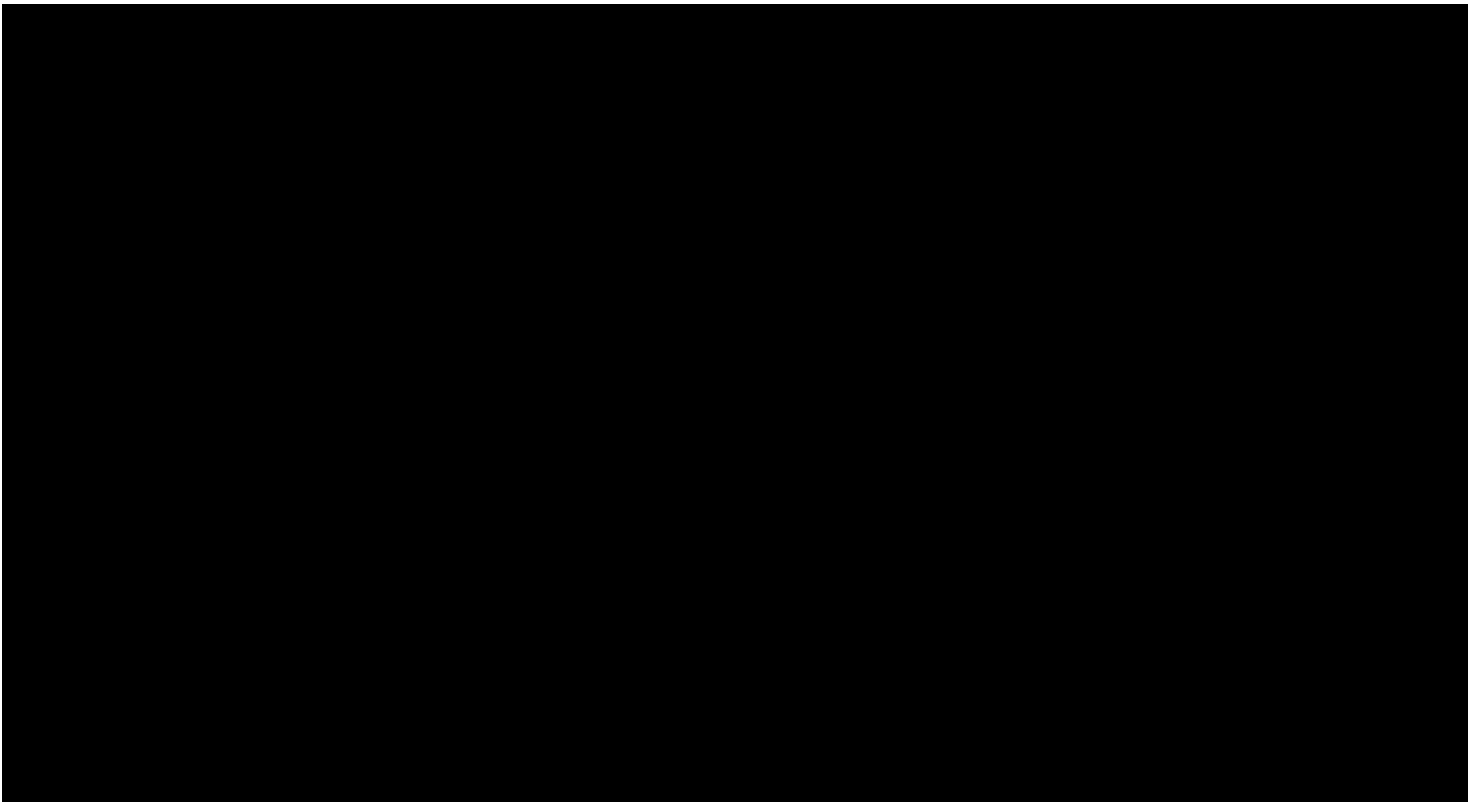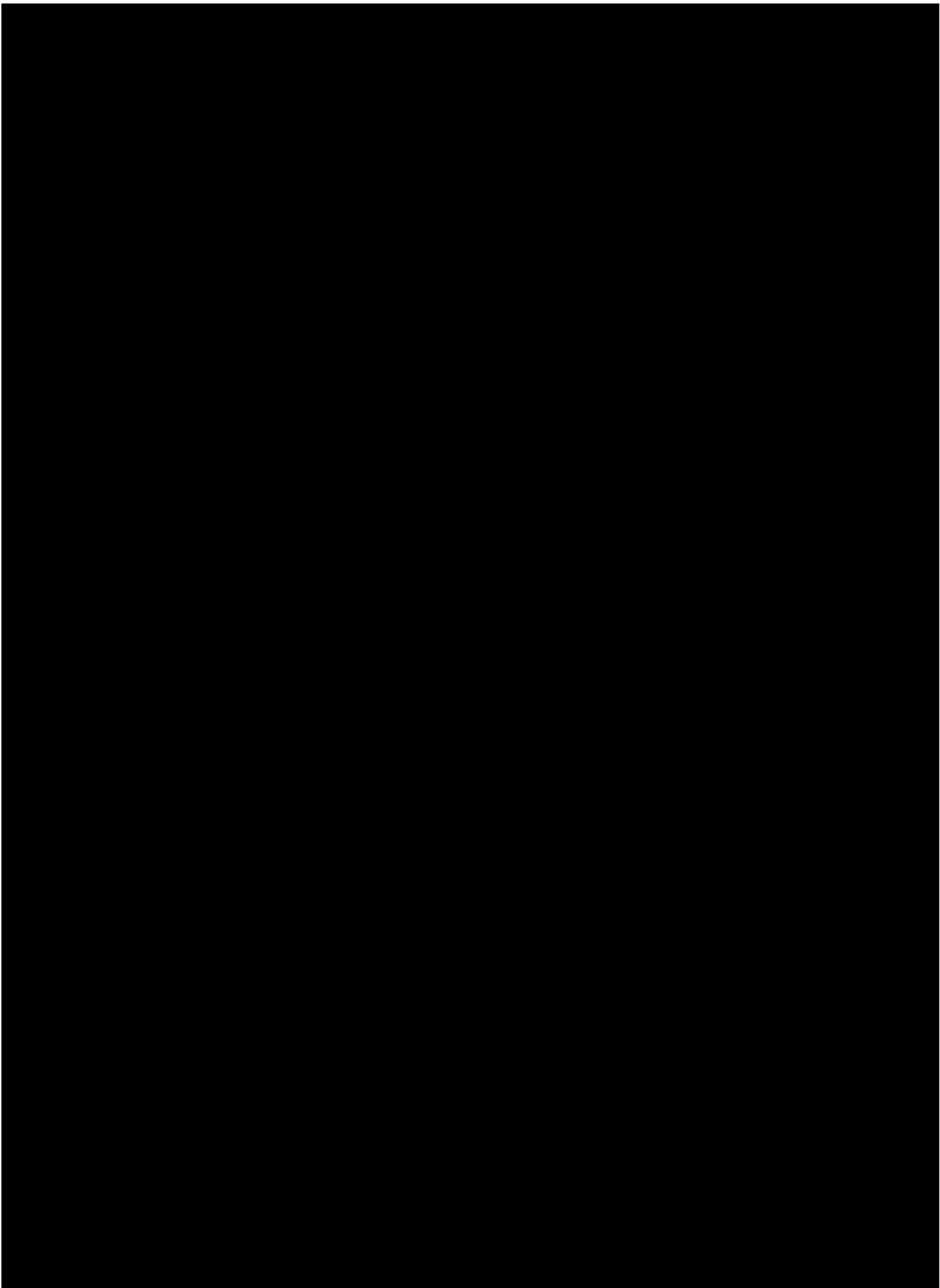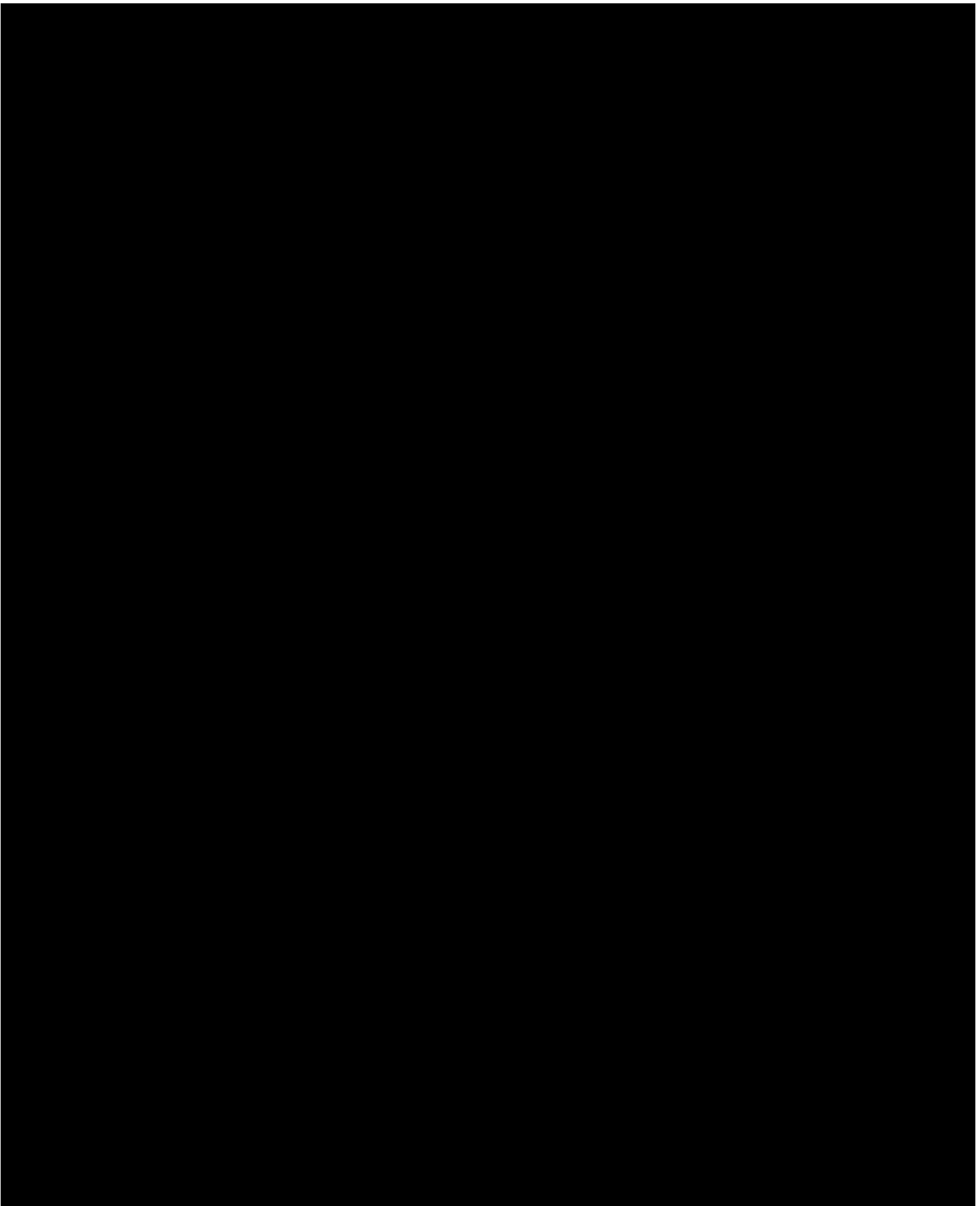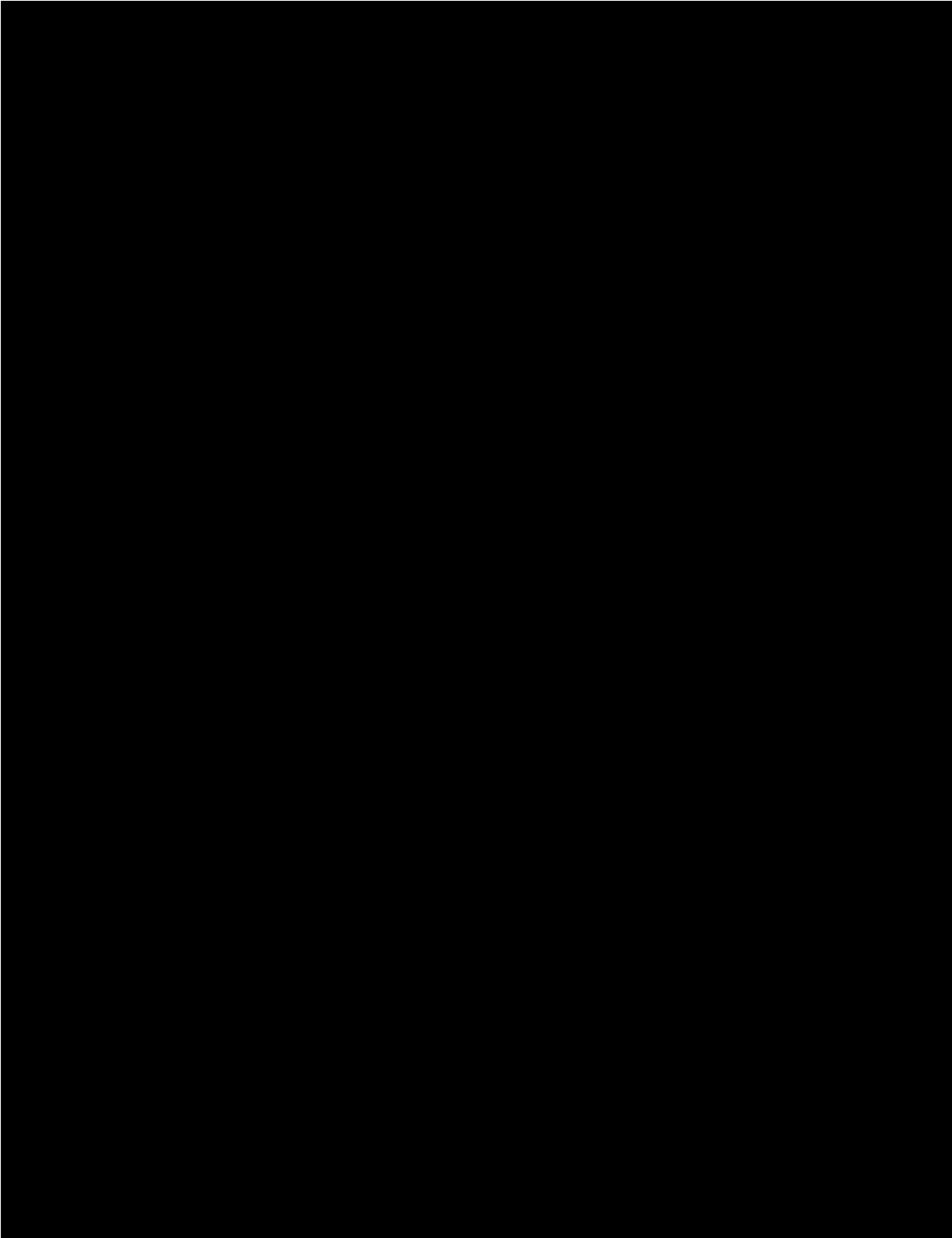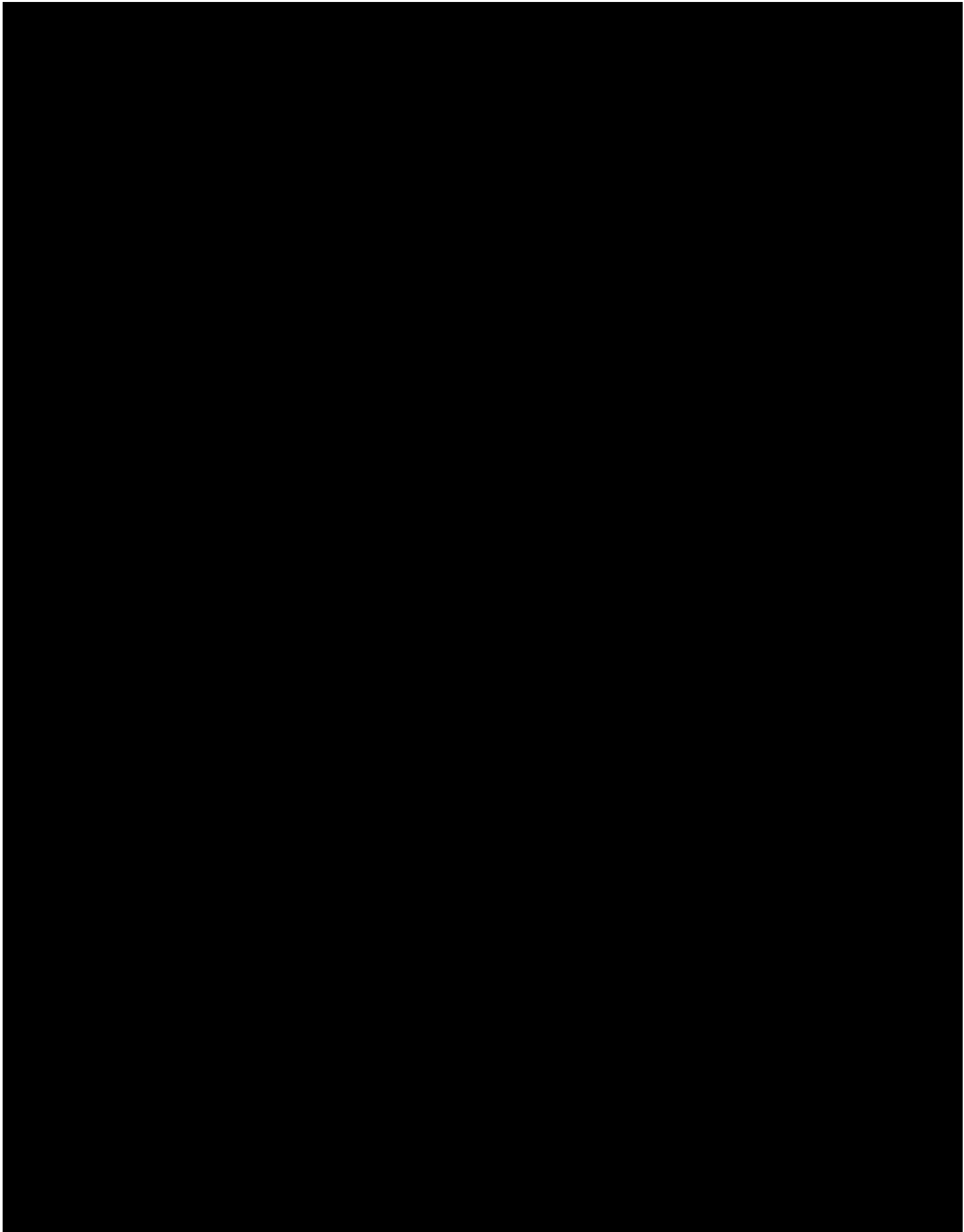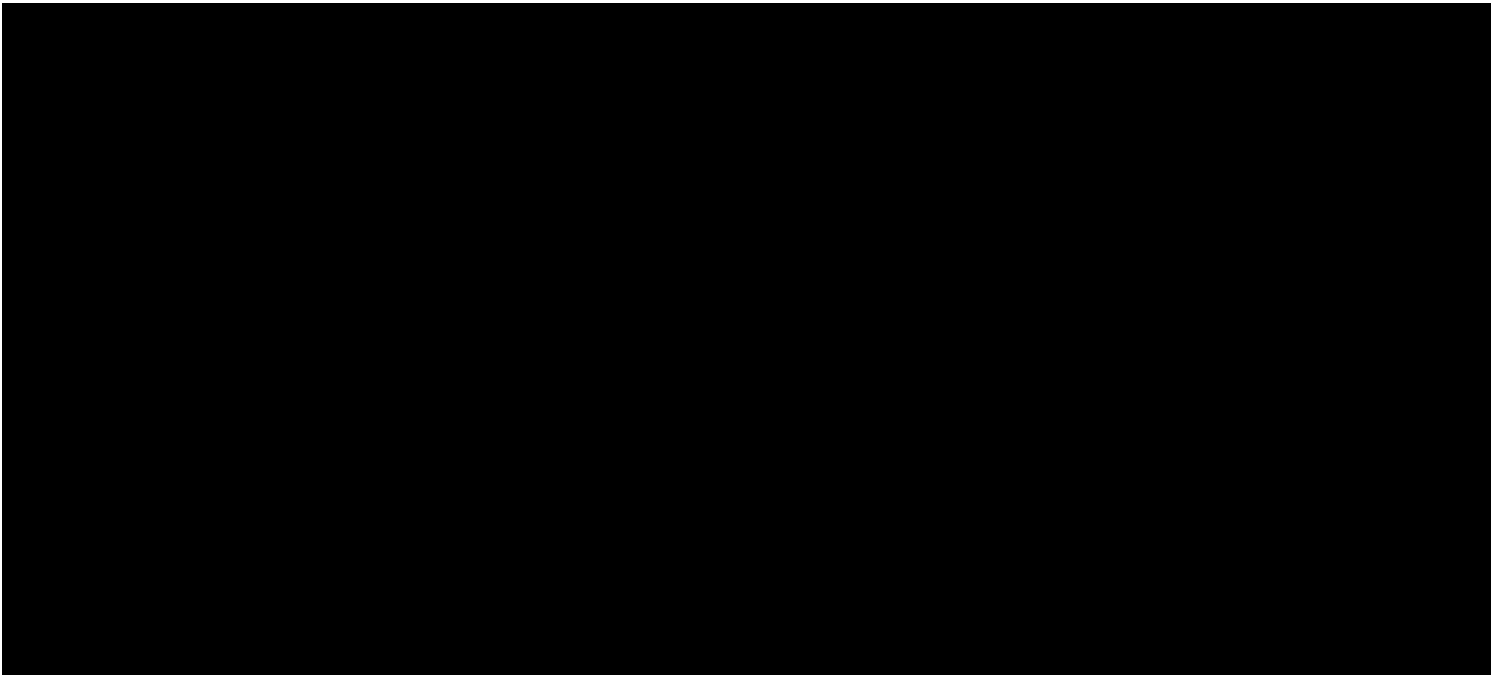
Less hazing for simple mistakes
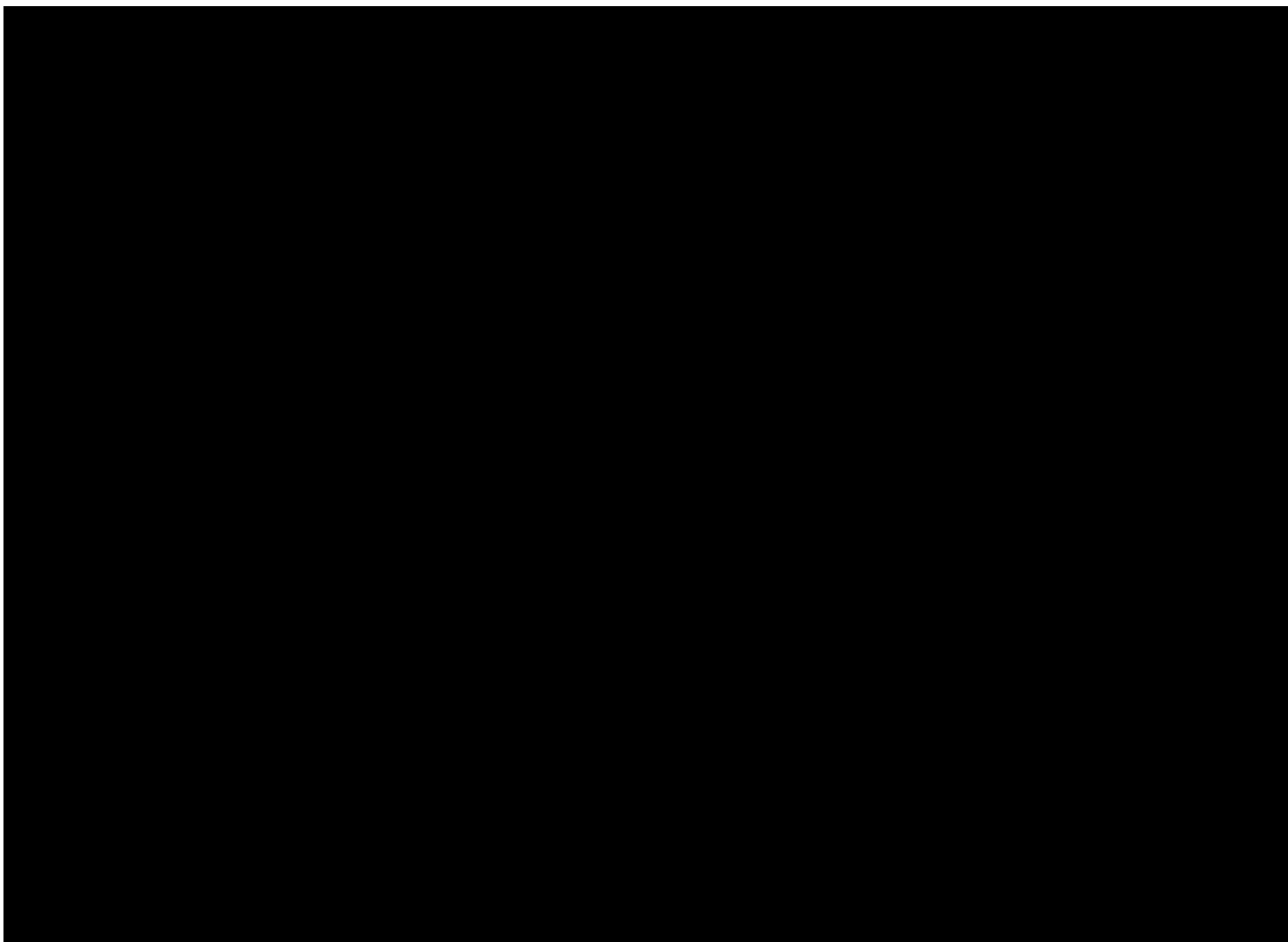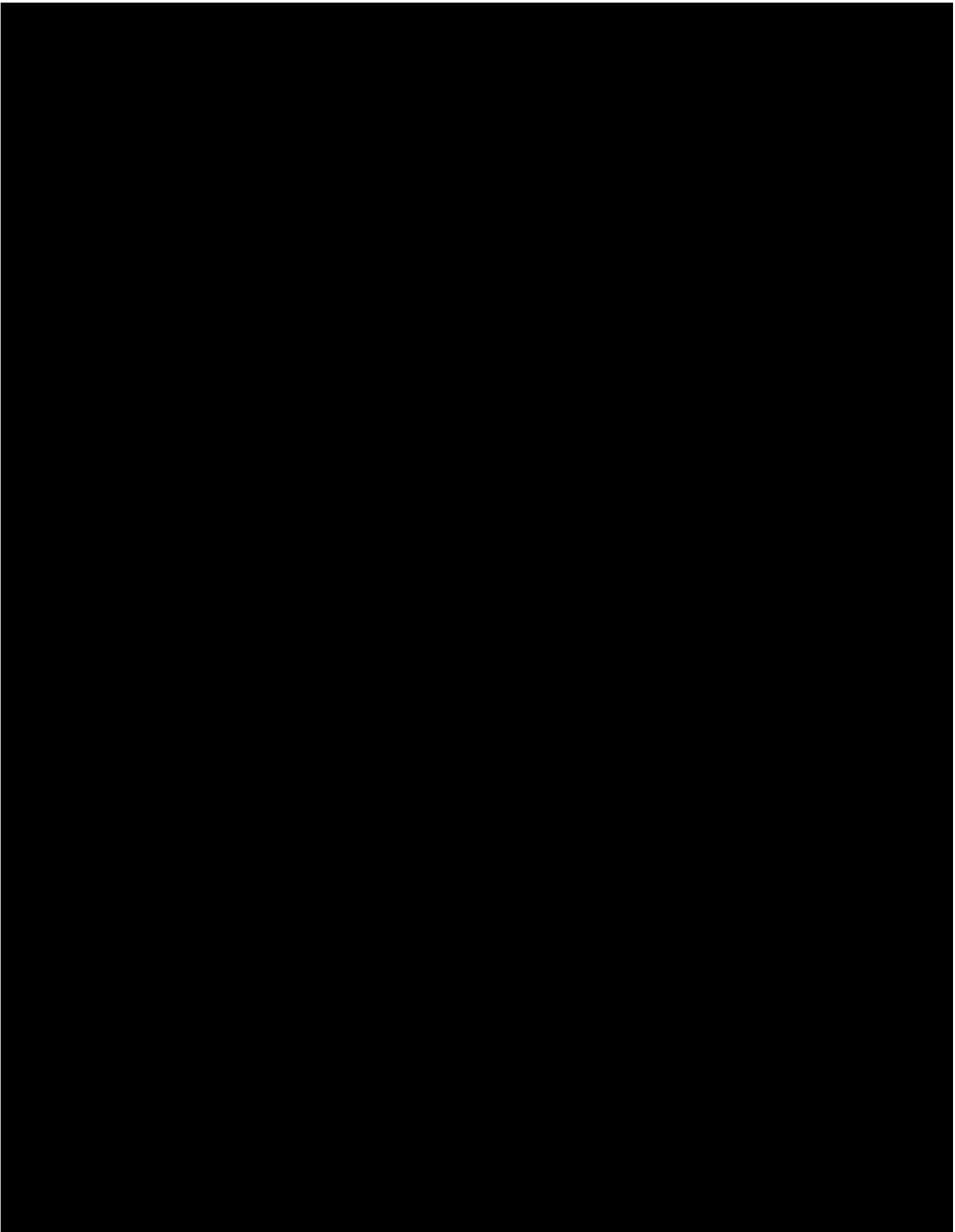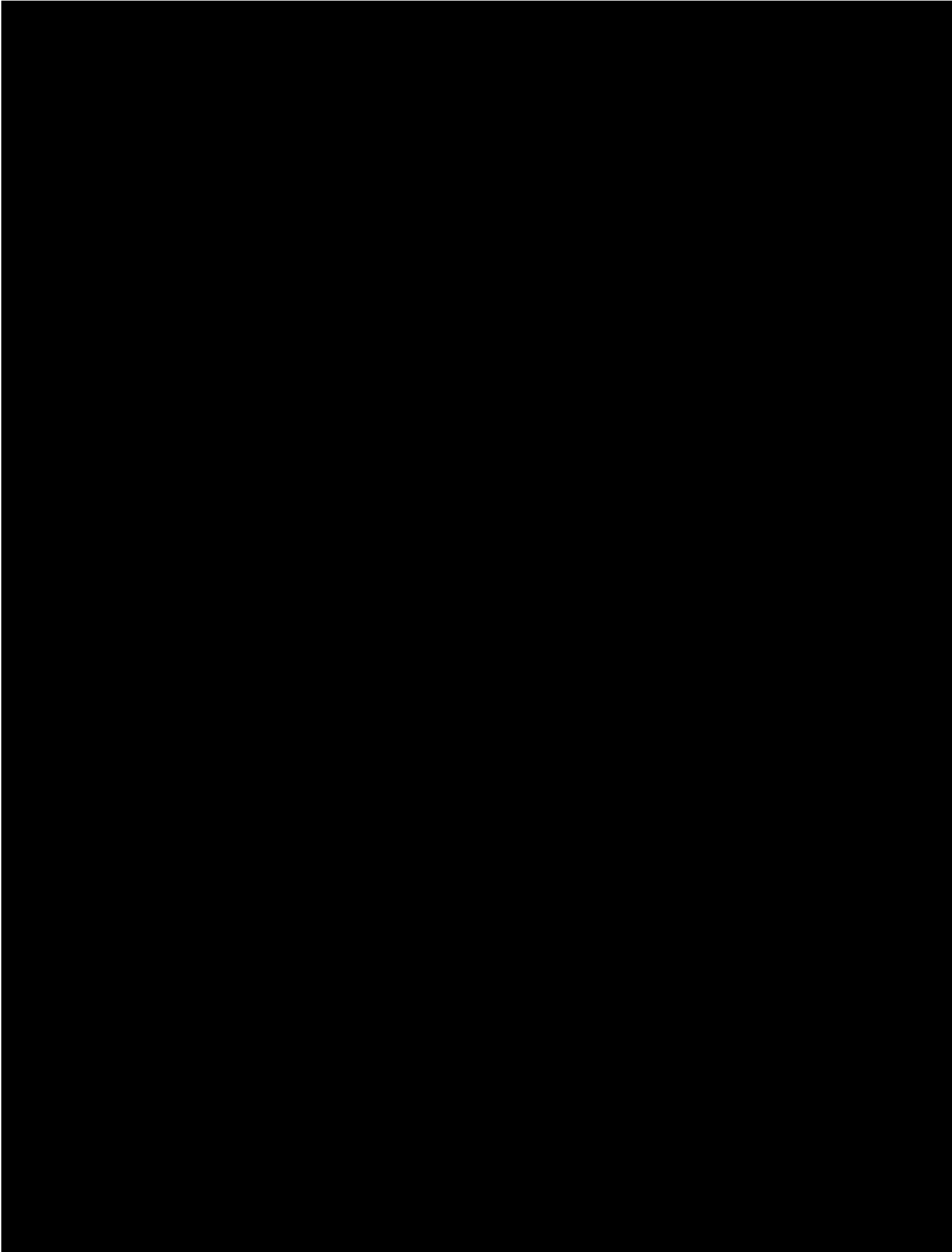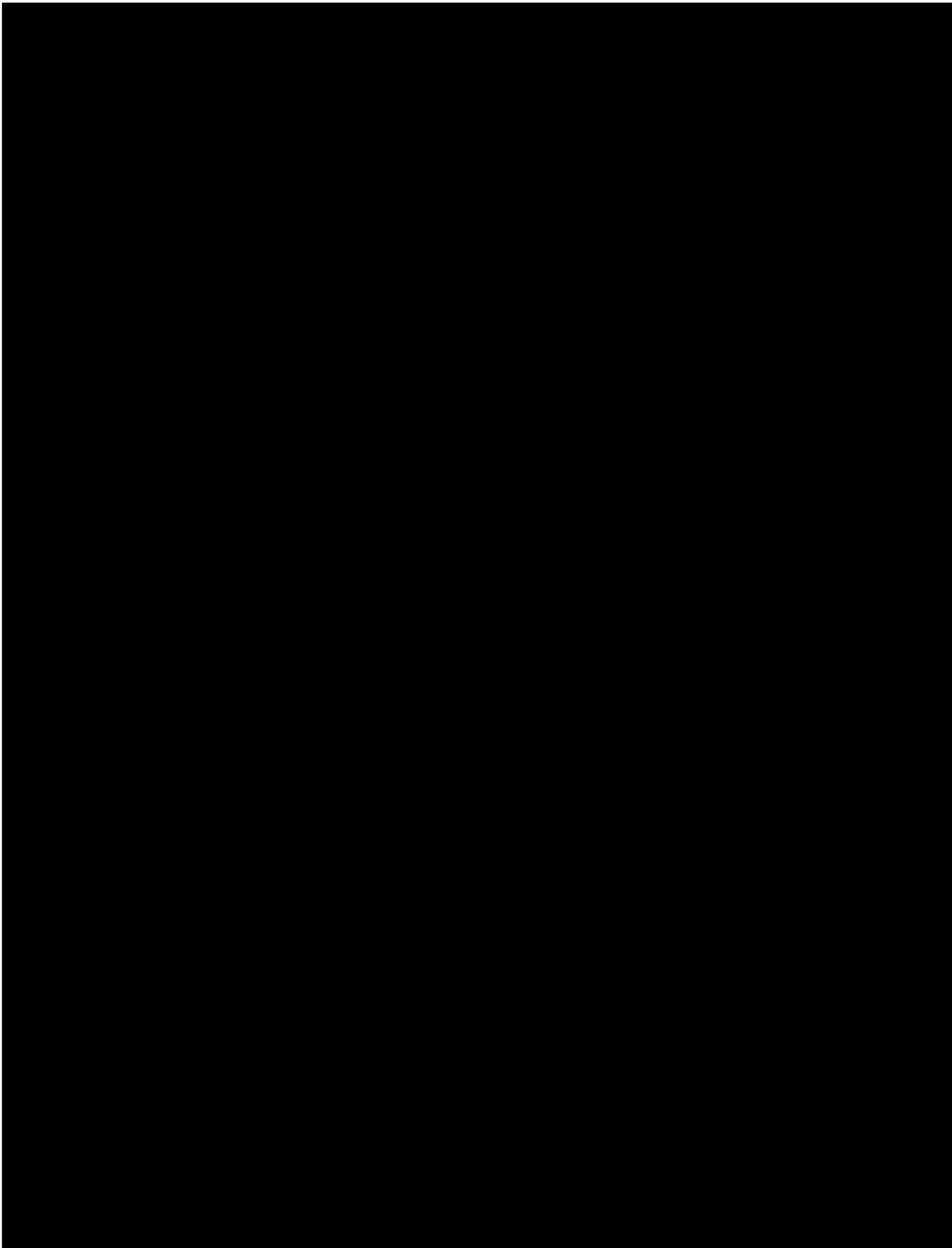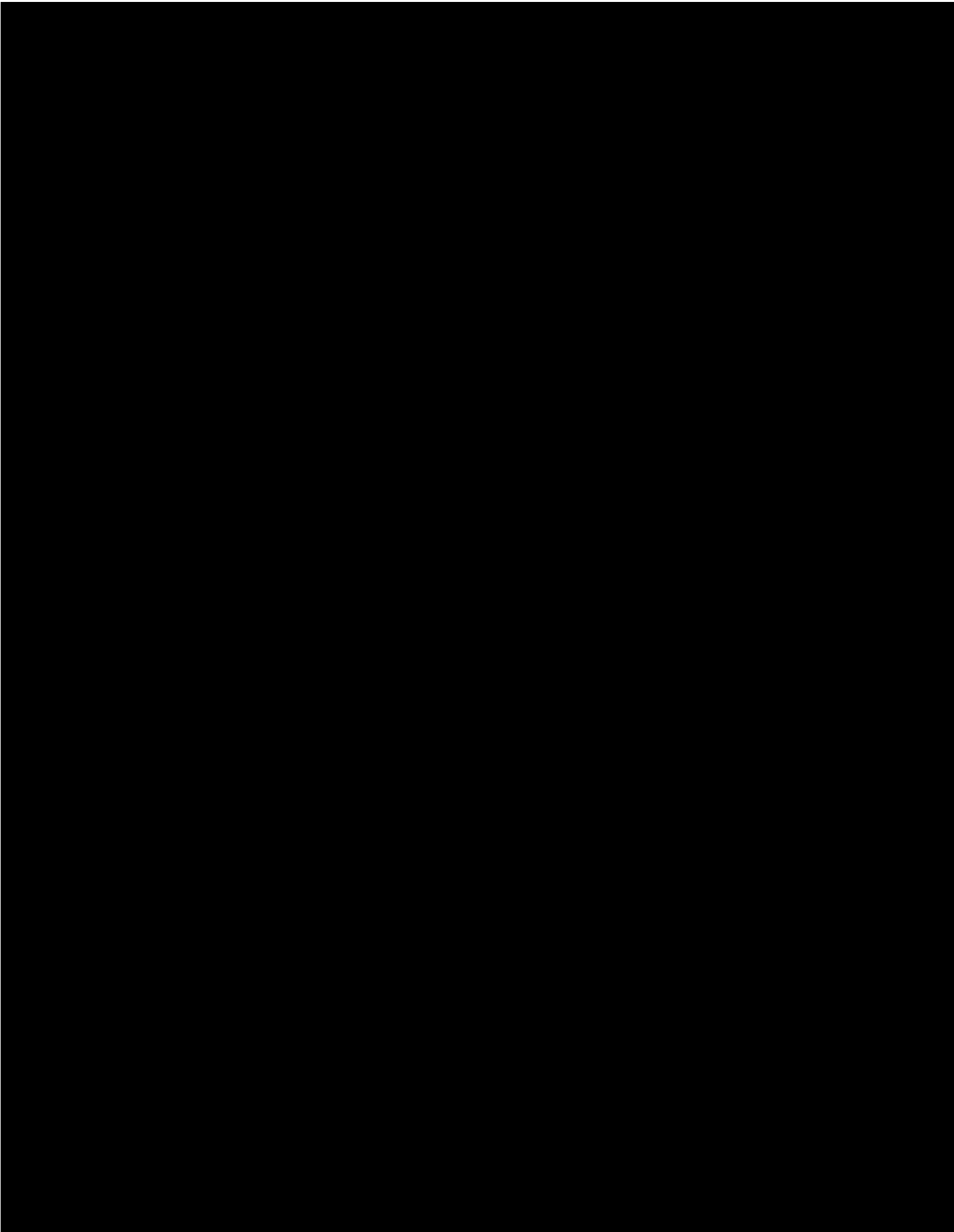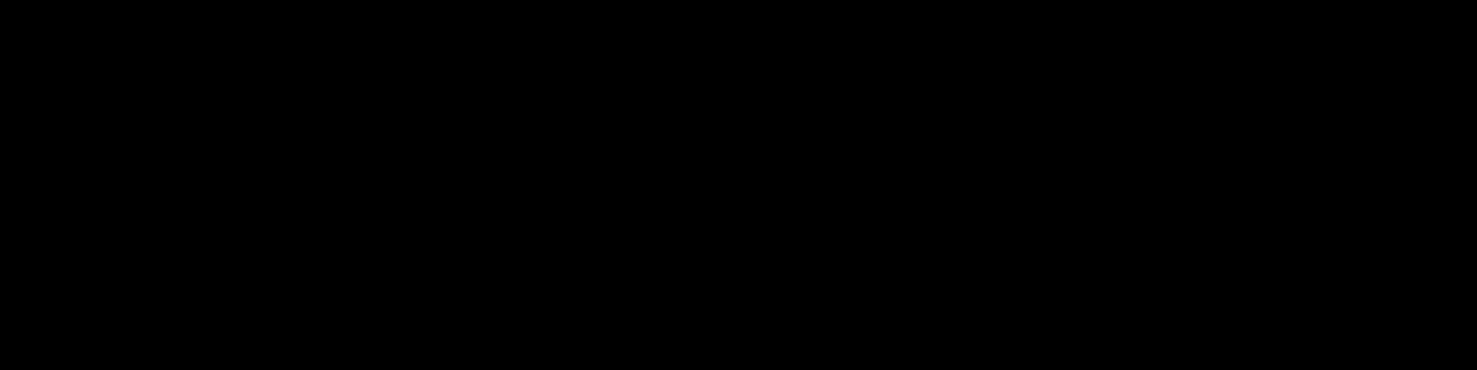
I think that for certain hazing accusations that the punishments are too severe forcing someone to shave their head because they neglected to get a haircut is not the same as literally like forcing them to the ground and shaving their head for them it's not the same thing and it shouldn't be punished the same way I would say that we also treat certain things that could be considered hazing to lightly and then to severely in totally random settings for instance if a person is made to do like push-ups for dropping their rifle that's not hazing it's just a basic thing that you've done since bootcamp it teaches you not to drop your rifle which is an important piece of gear that could save your life
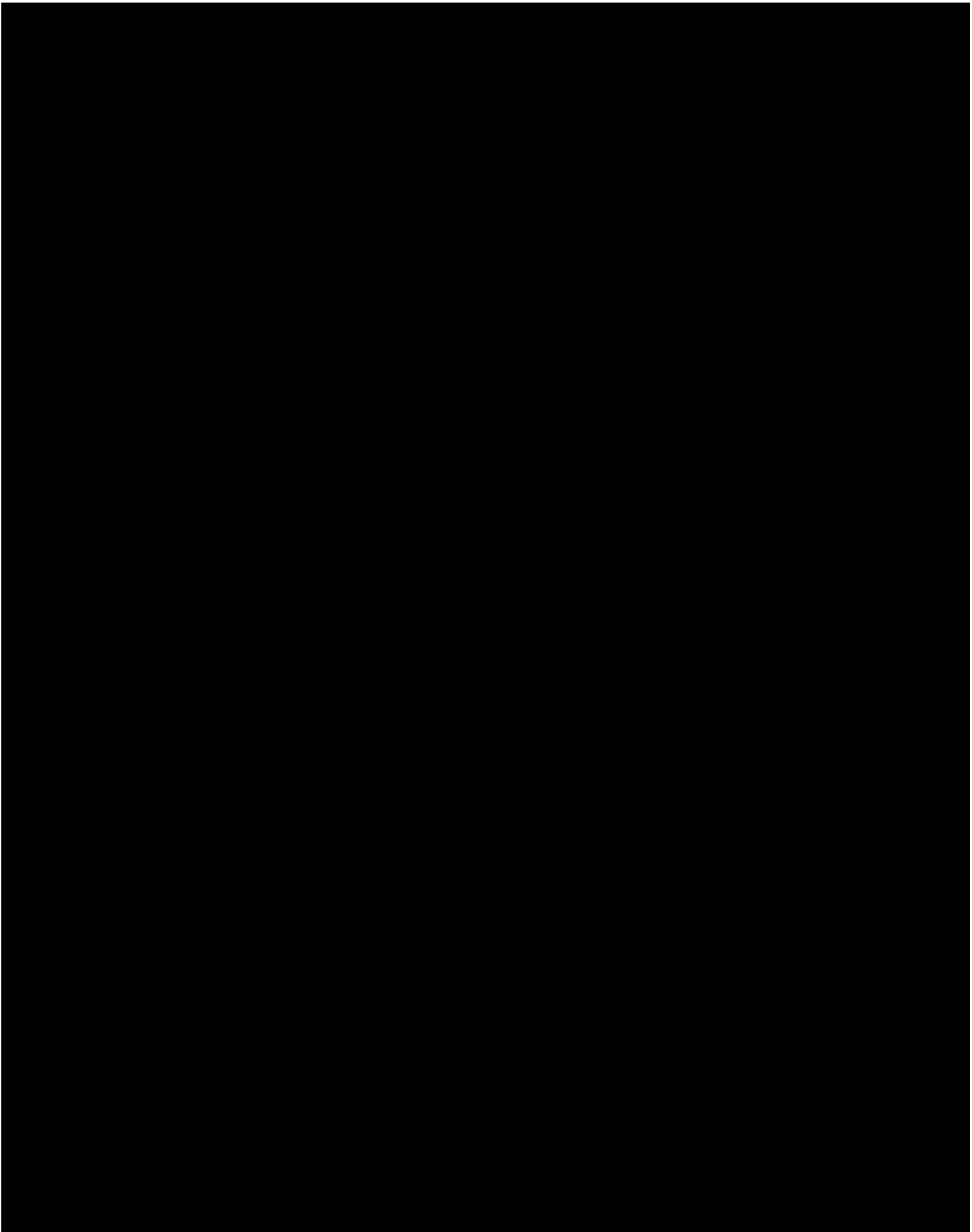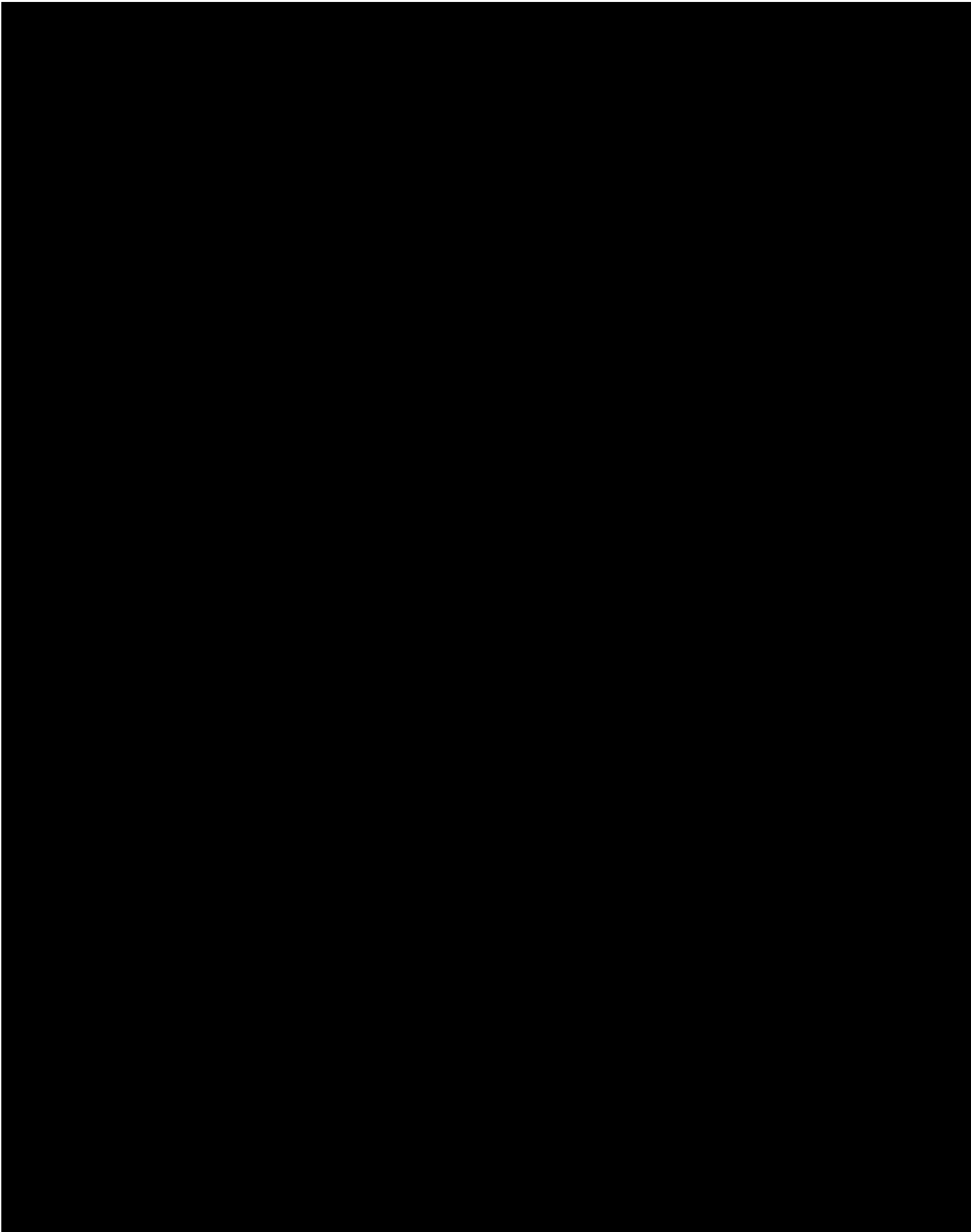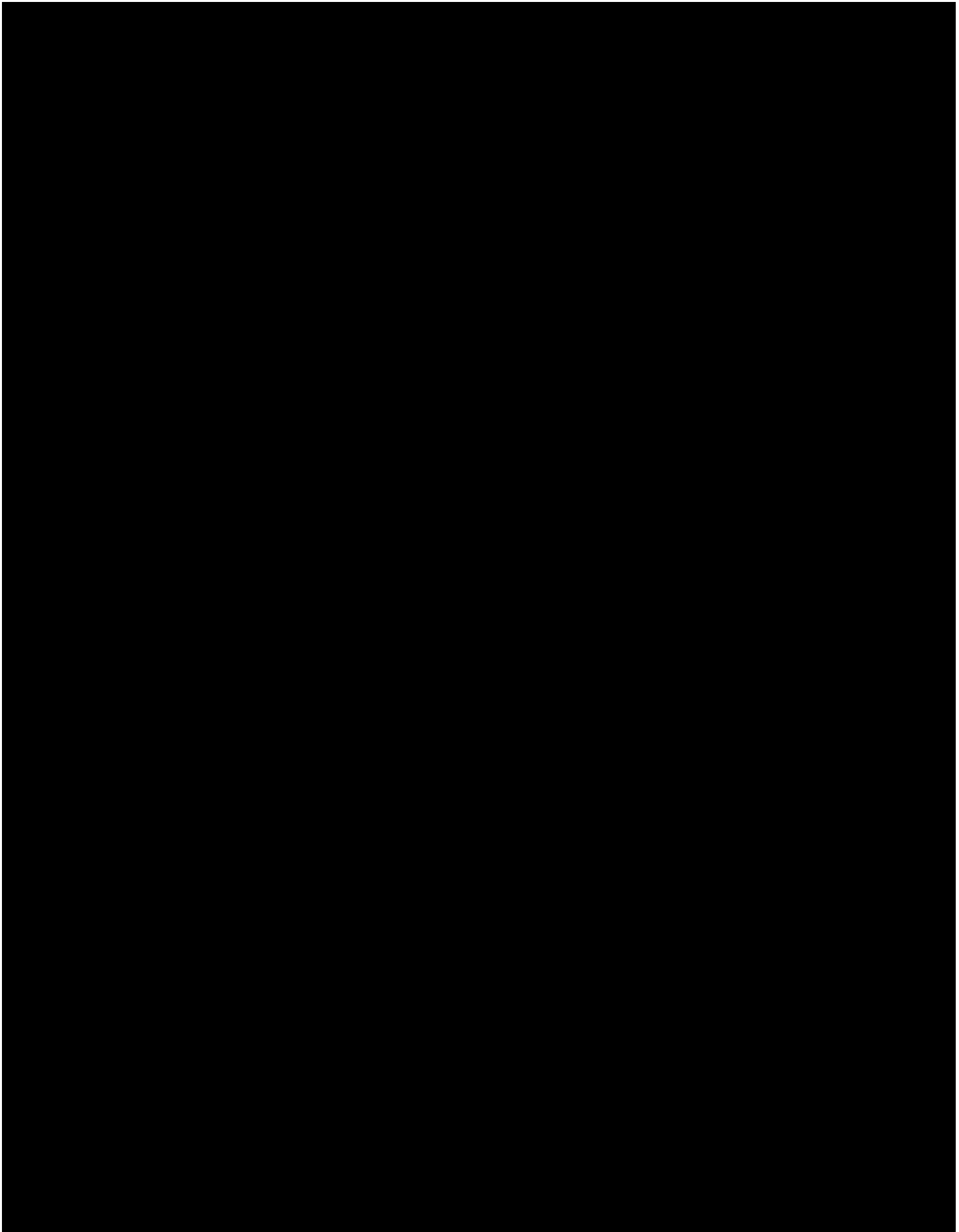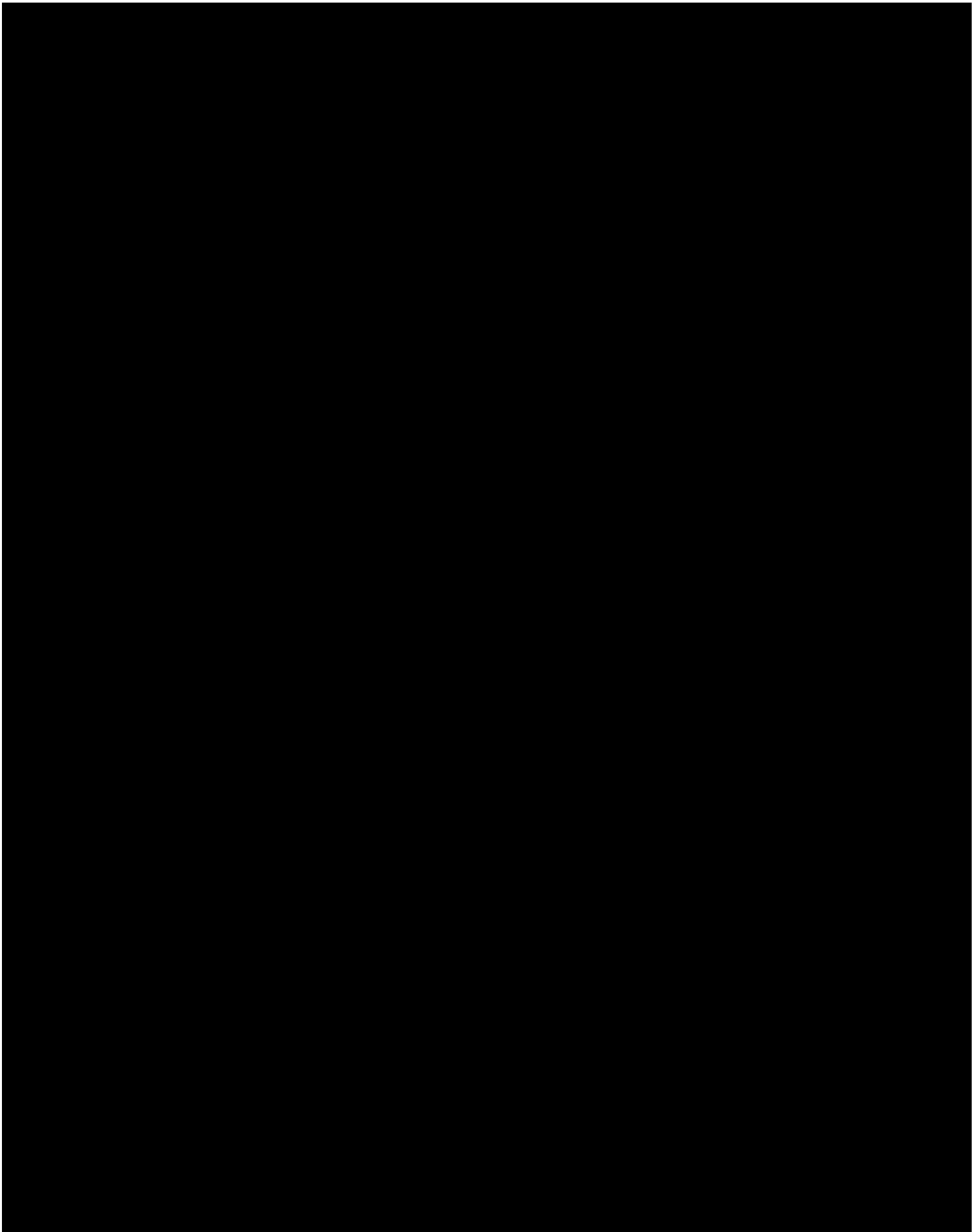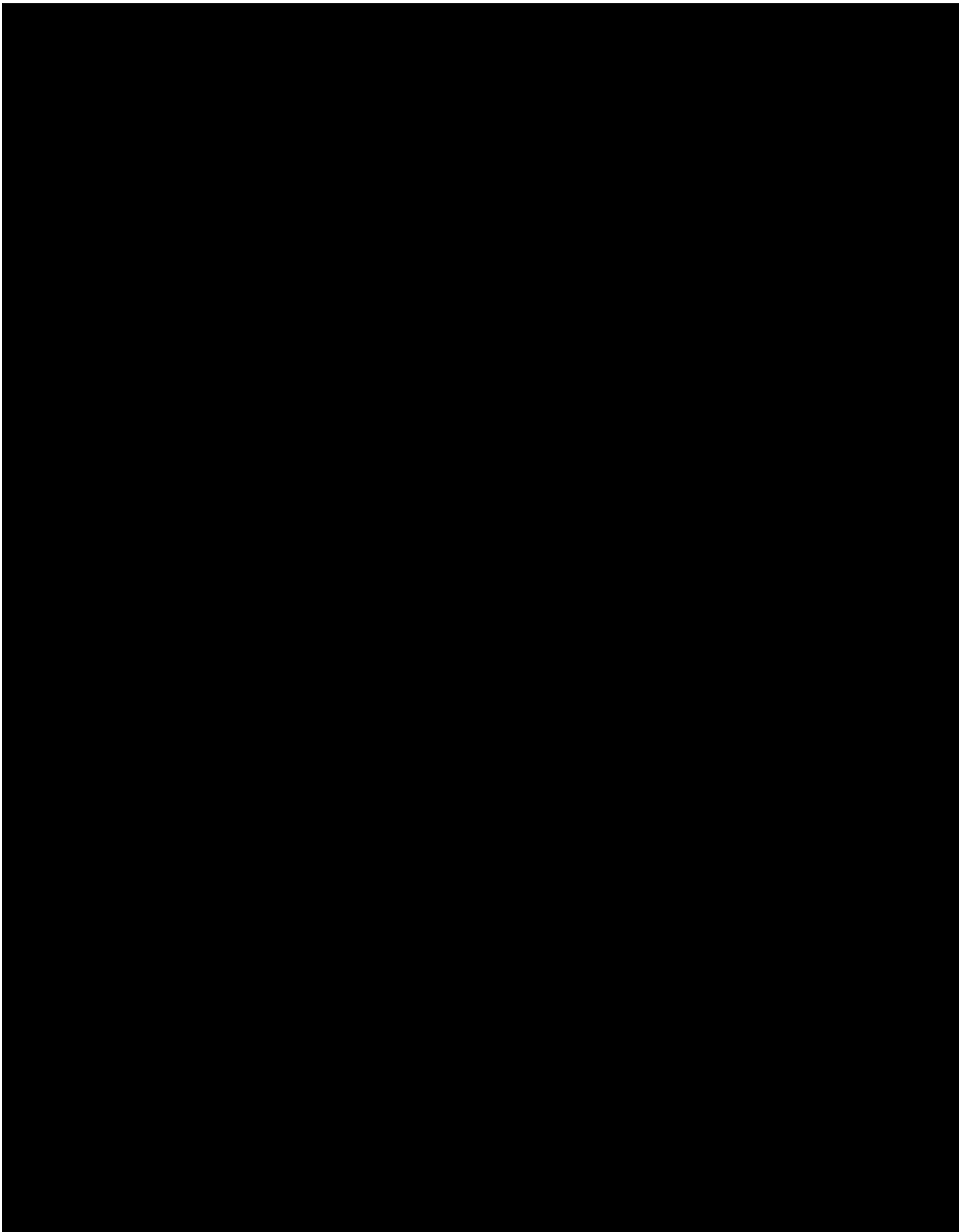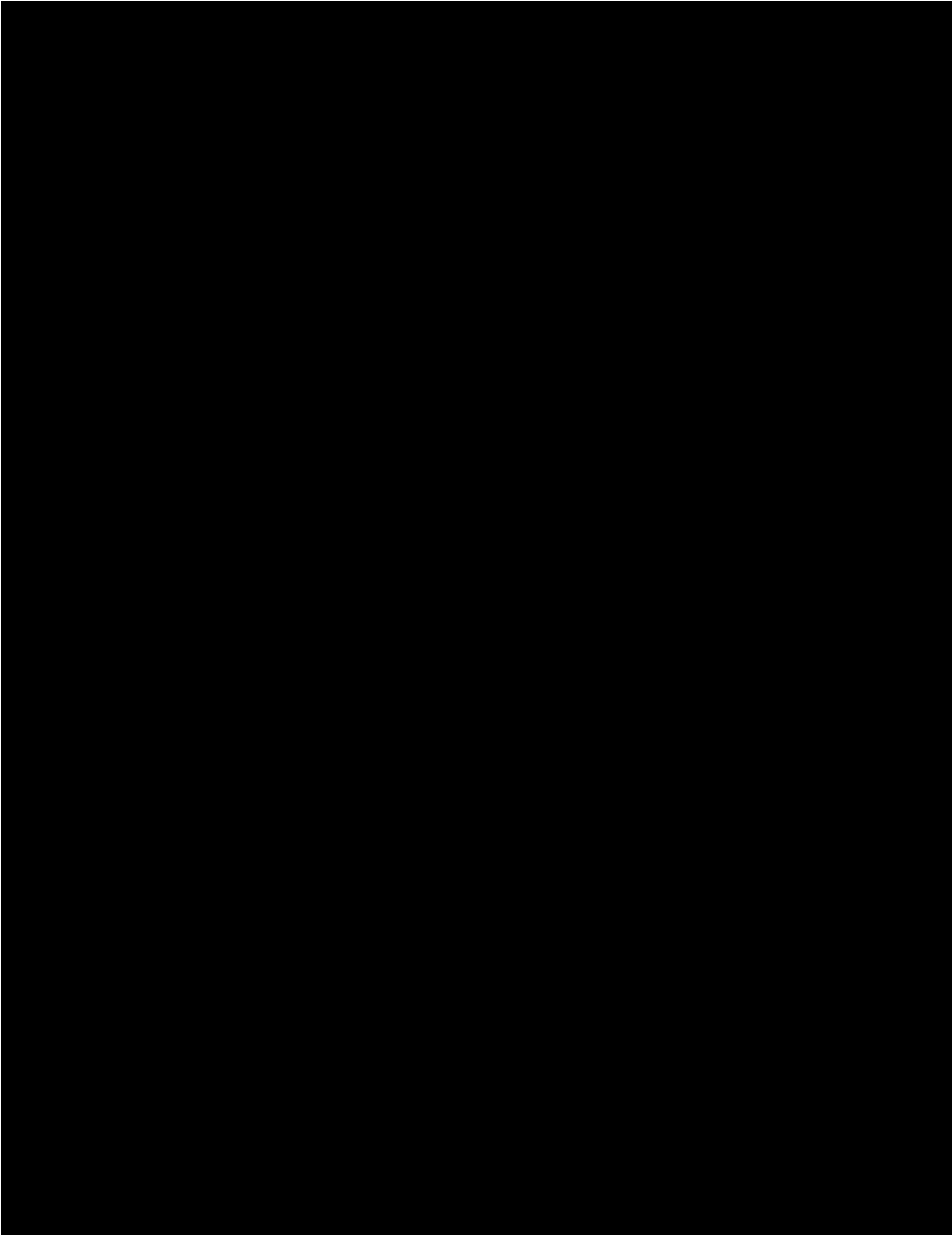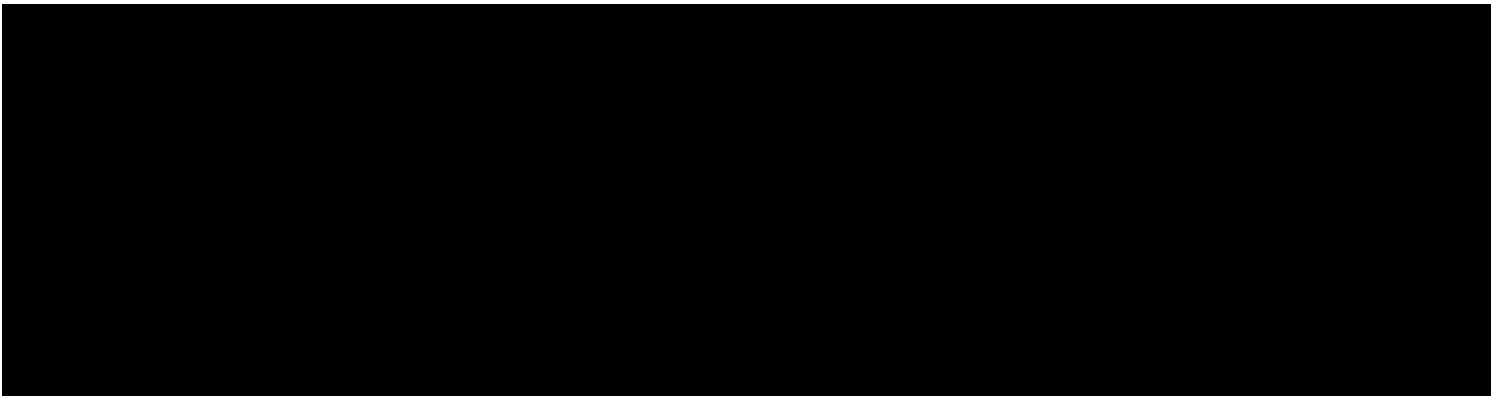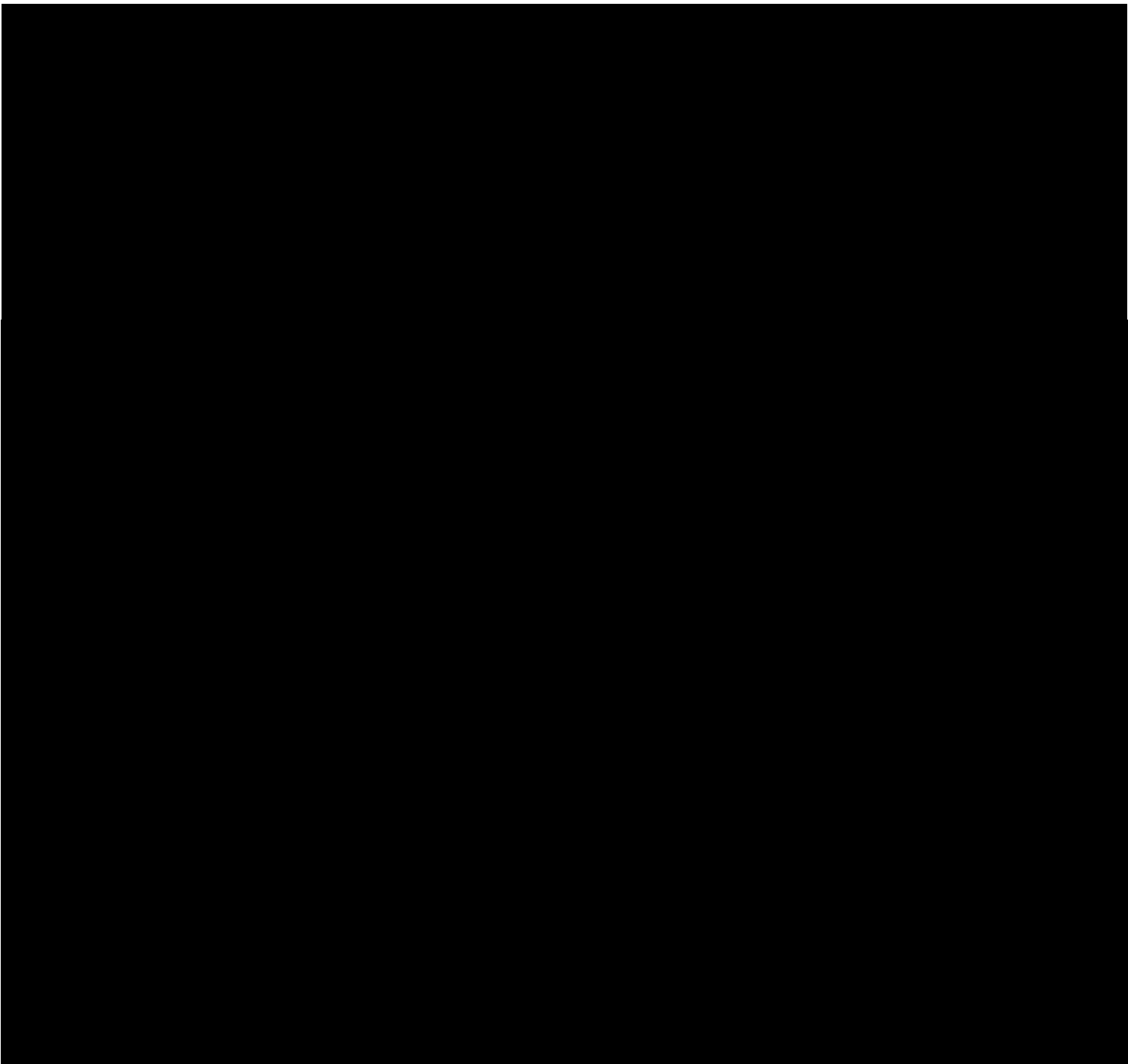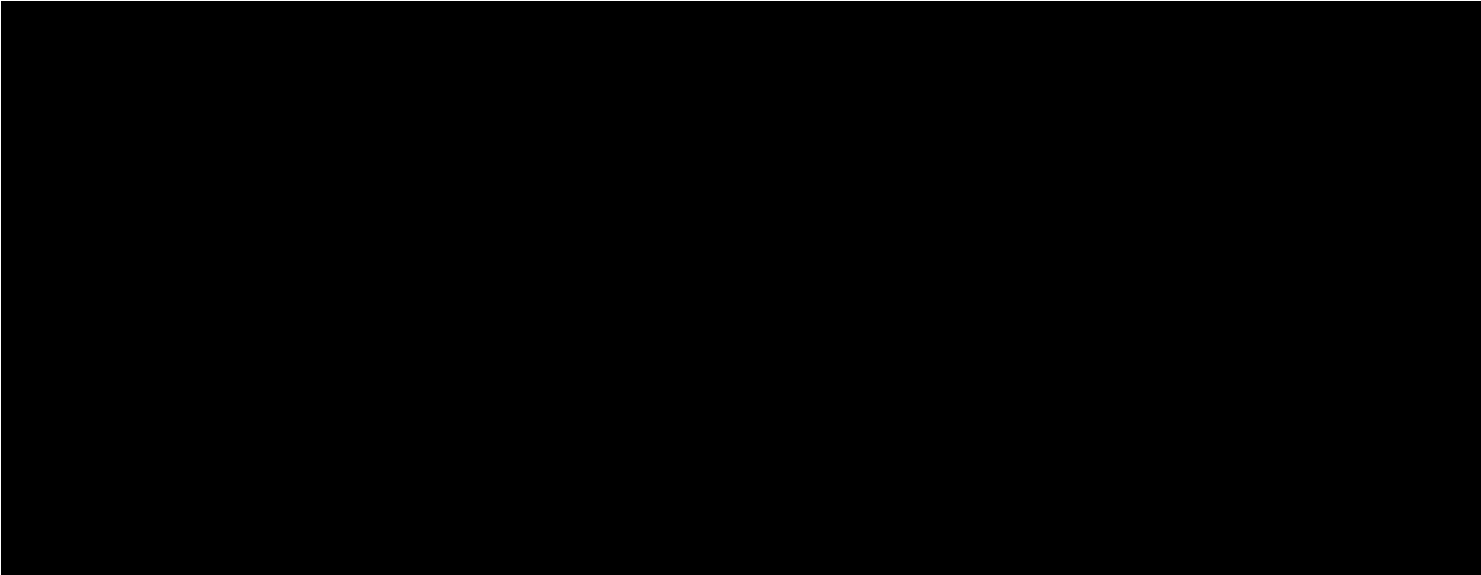
Hazing takes place but Marines are to scared to tell because they fear no one will believe them or nothing will happen and it will get worse for them or the rest of the Marines will push him away
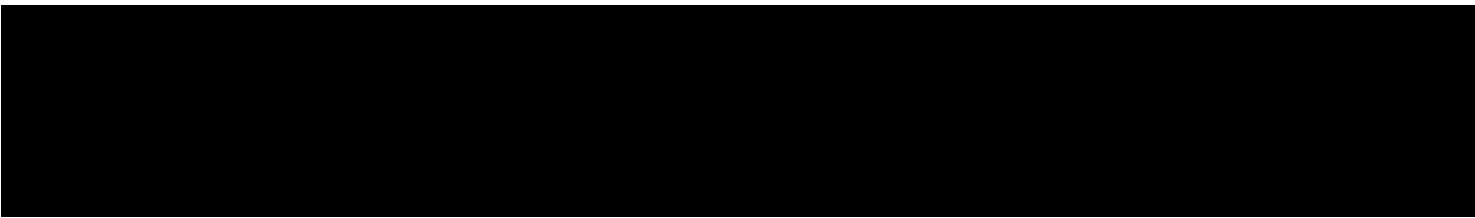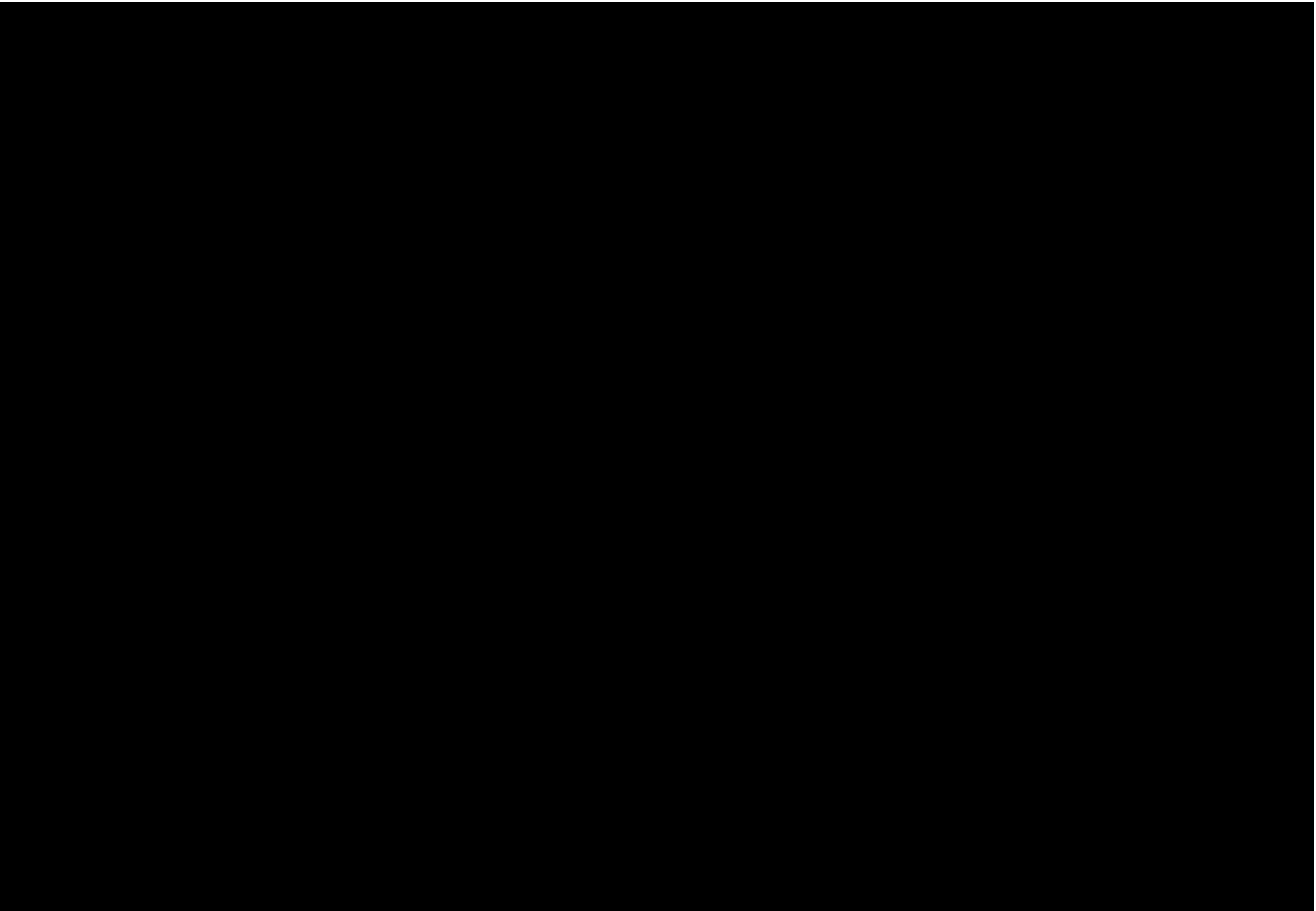
hazing, underage drinking, drugs, cocaine, sex

Why are NCO's requesting orders out of the company? The simple answer, which I've gotten from them firsthand, is that nobody in their right mind wants to stick around this command environment. The Battalion seems to care more about hazing than training, and the Company seems to care more about admin than tactics. Our priorities are out of whack, and this Battalion is in a downward spiral -- that is what I'm hearing from the NCO's who are jumping ship.
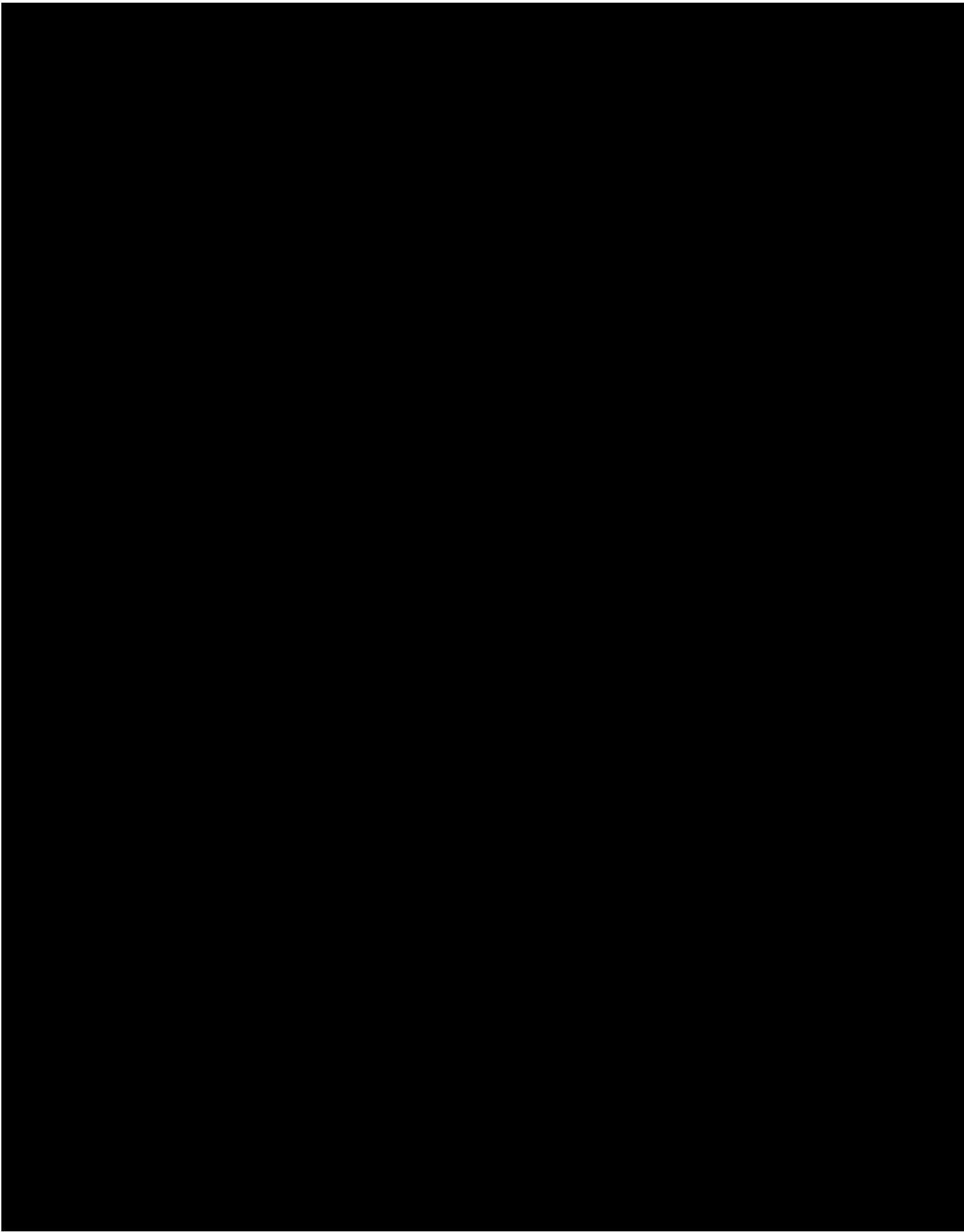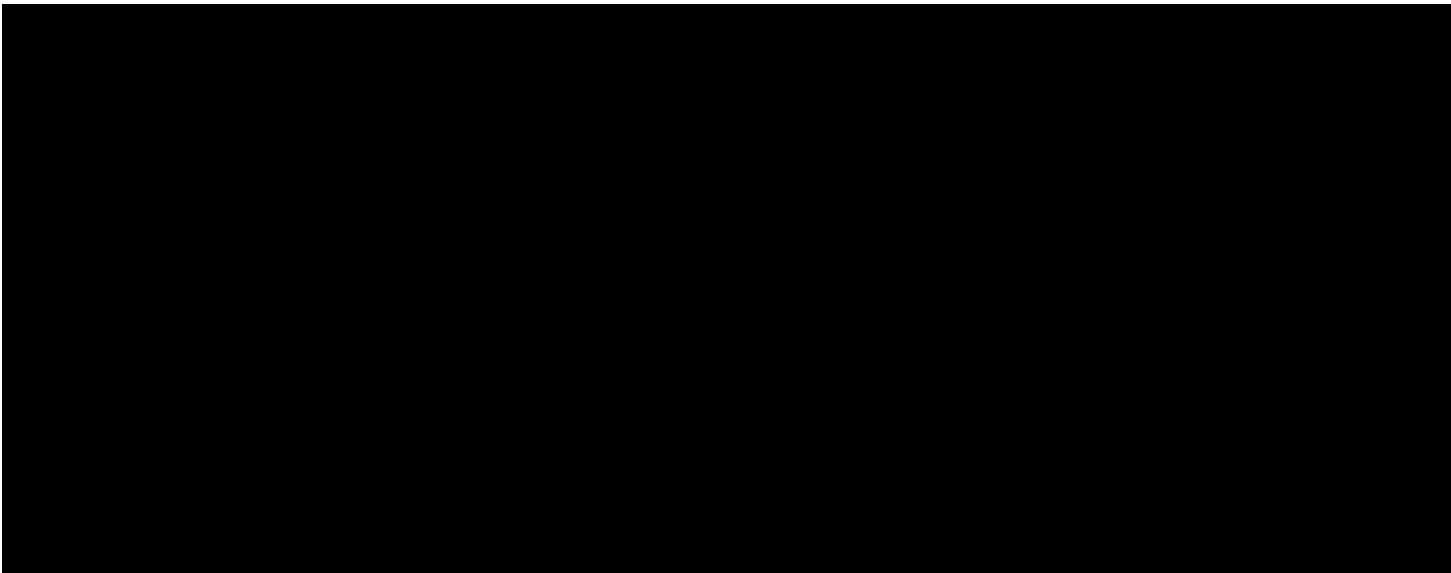
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Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

Organizational Effectiveness Section Comments
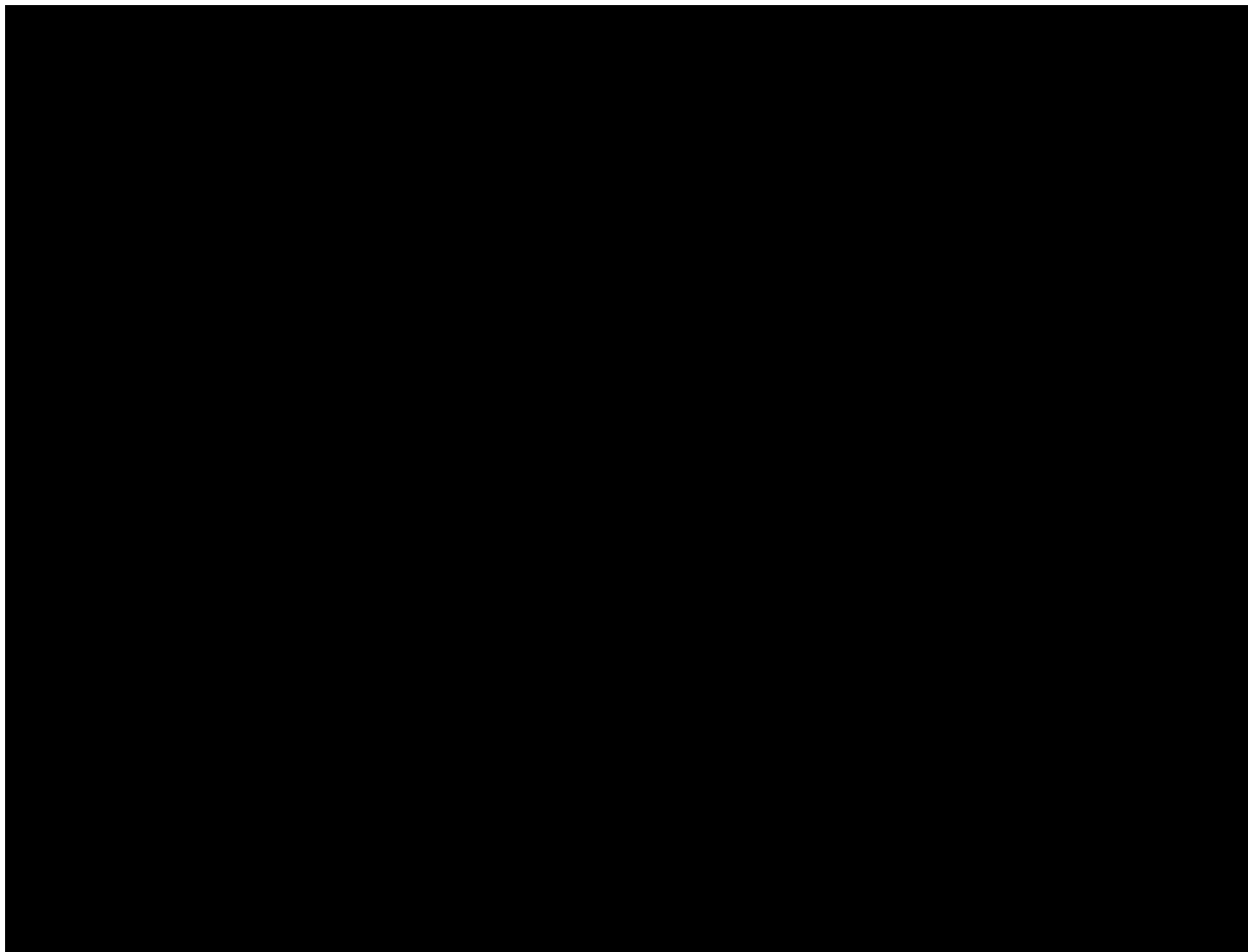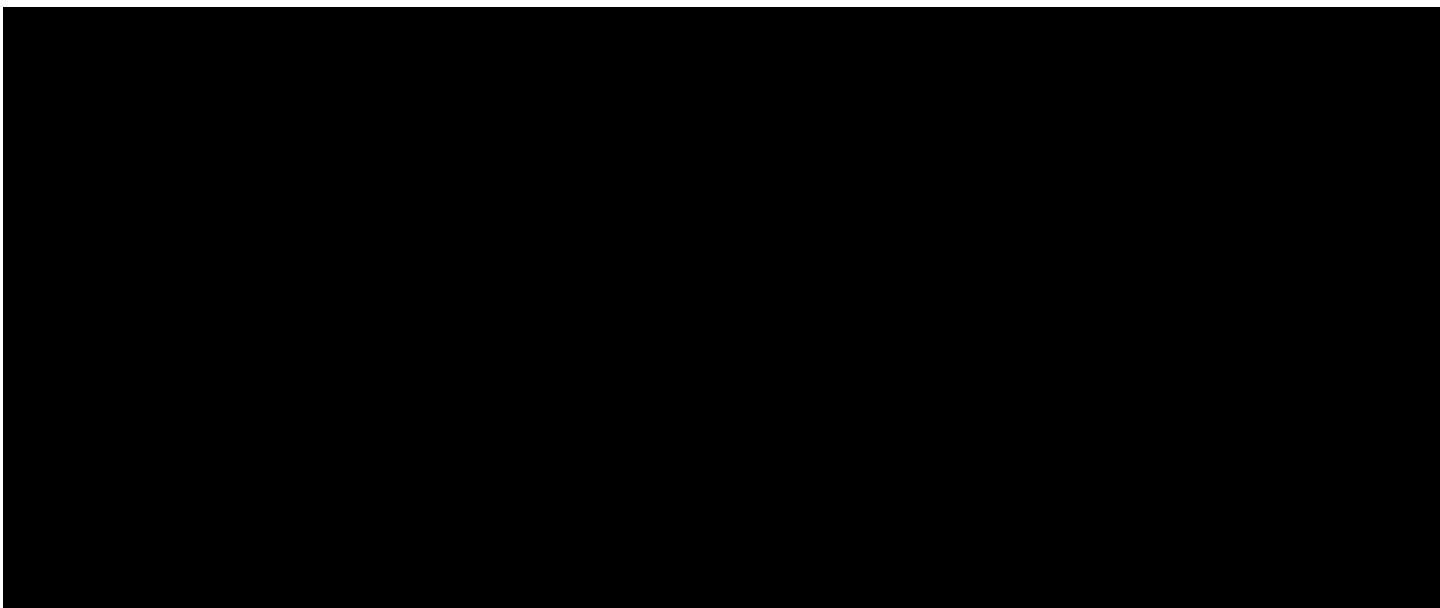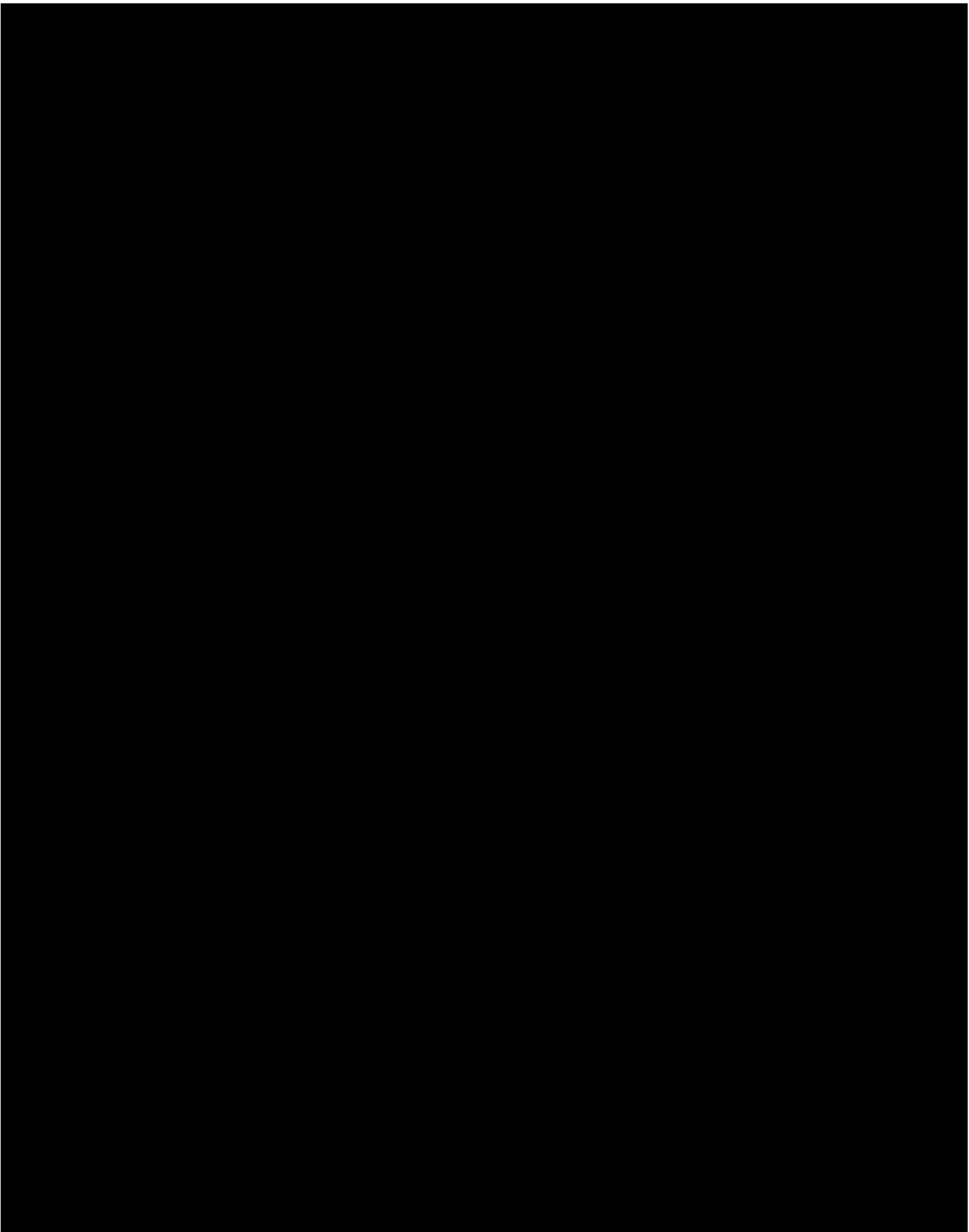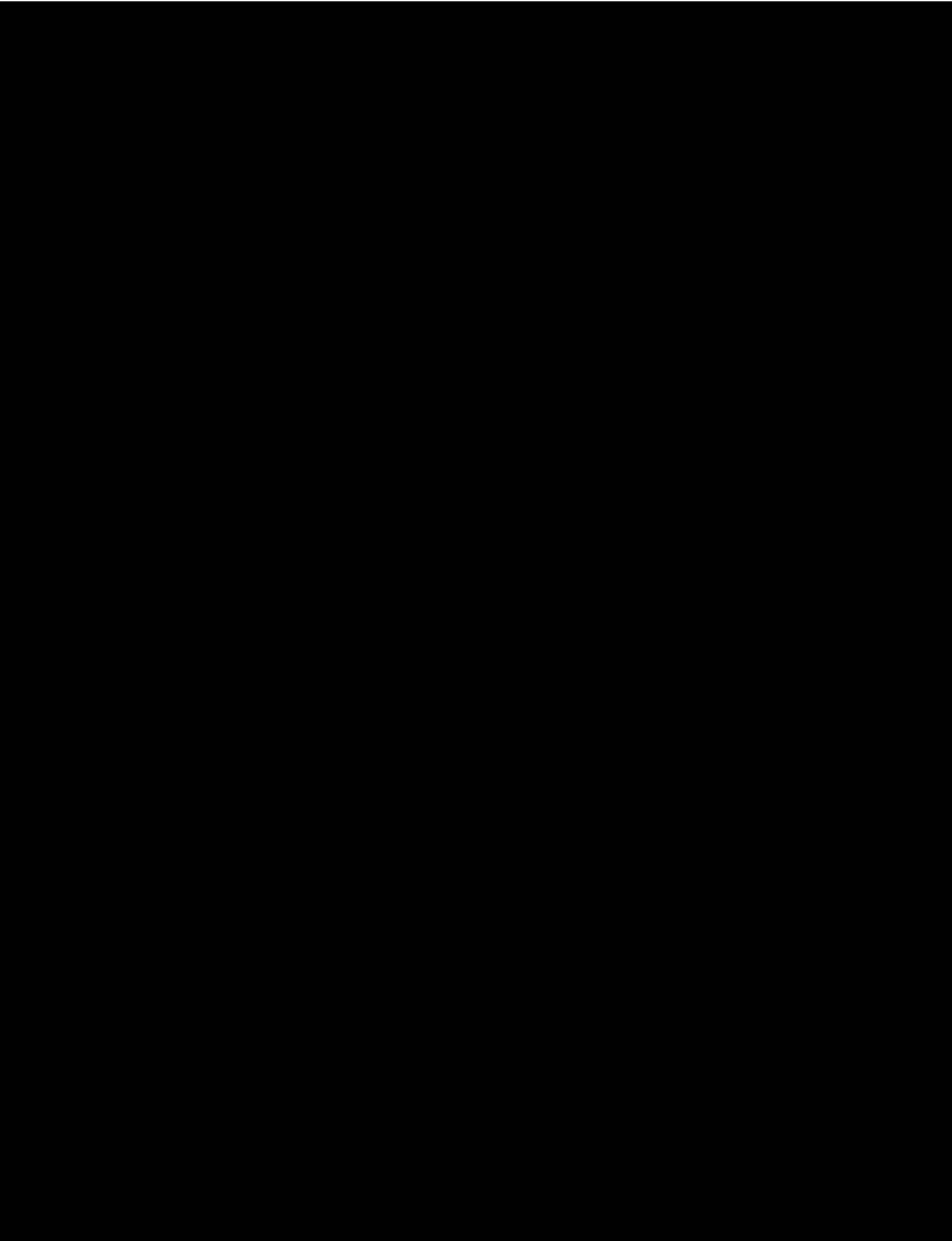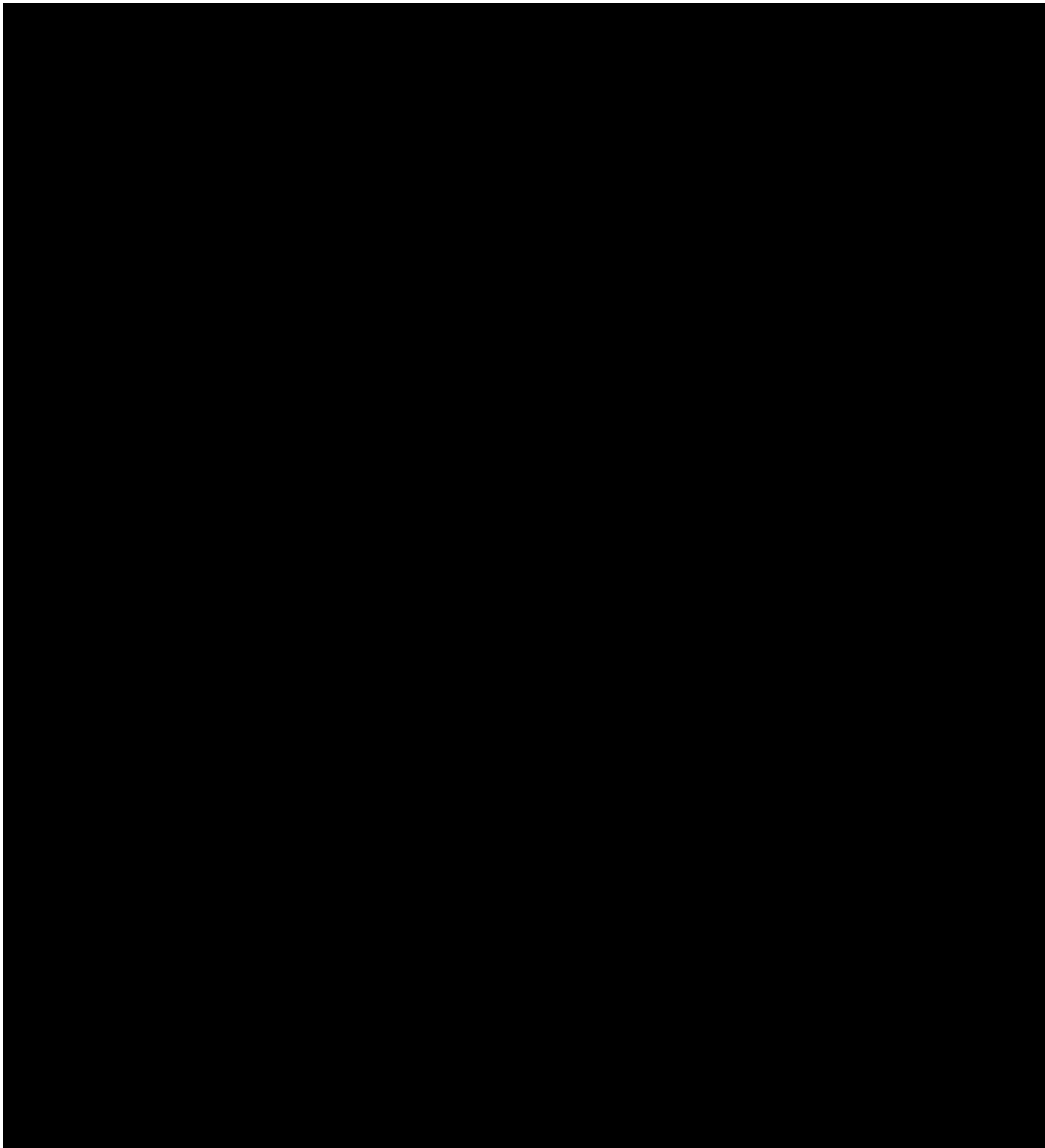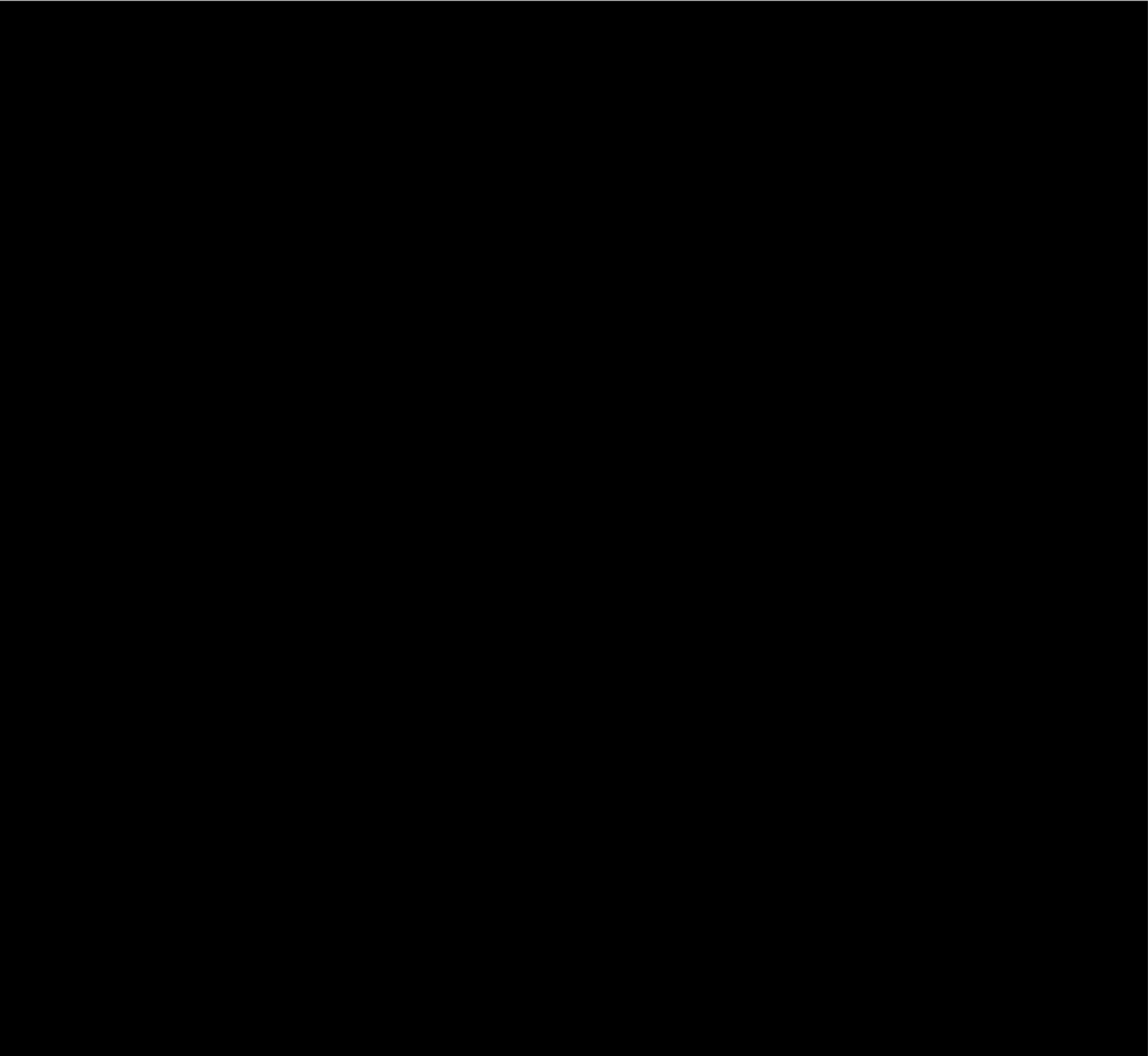
i feel like when a marine does something wrong i don't think paperwork will fix the problem i feel like putting a little bit more pain into their body so they can understand that they shouldn't mess up again
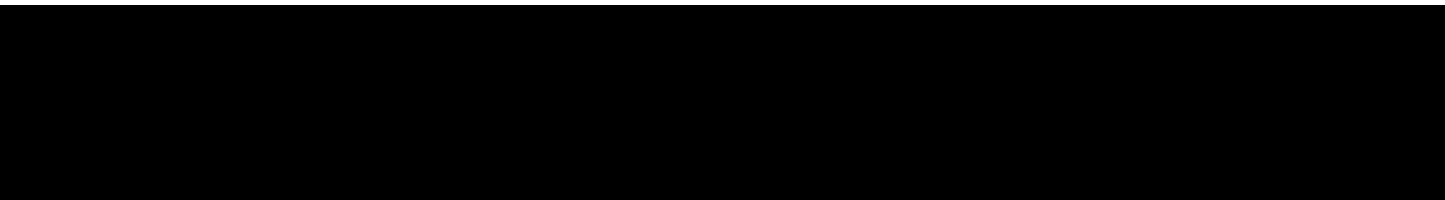
As a new Marine ▬▬▬▬▬▬▬▬) I am treated unfairly. I understand if I mess up I have to deal with the consequences but being mistreated simply because I' haven't deployed is unnecessary. im a grown man and should be treated as such I rarely make mistakes in my job but still am treated as less than a man. Morale is very important in the Marine Corps and new Marines morale is low
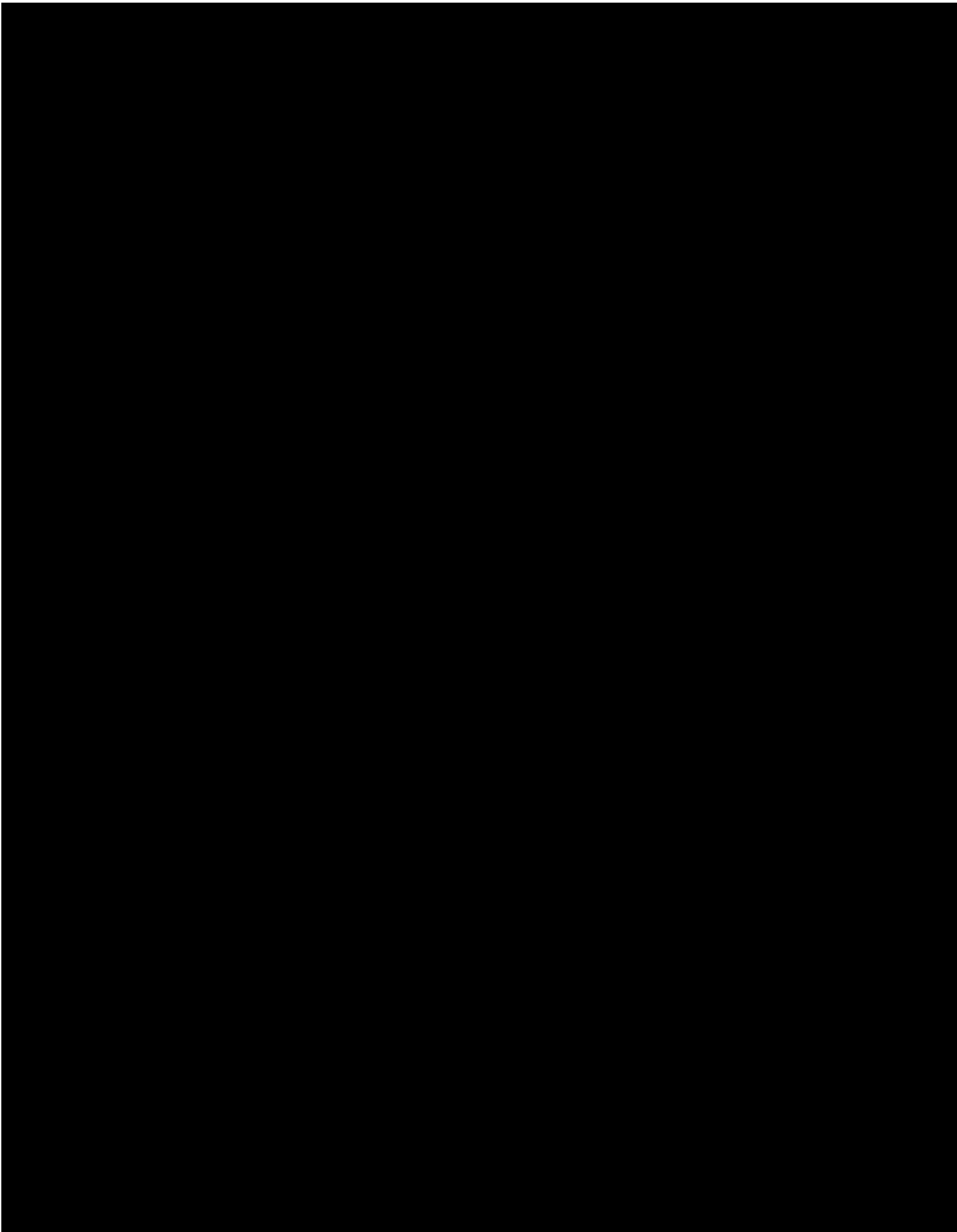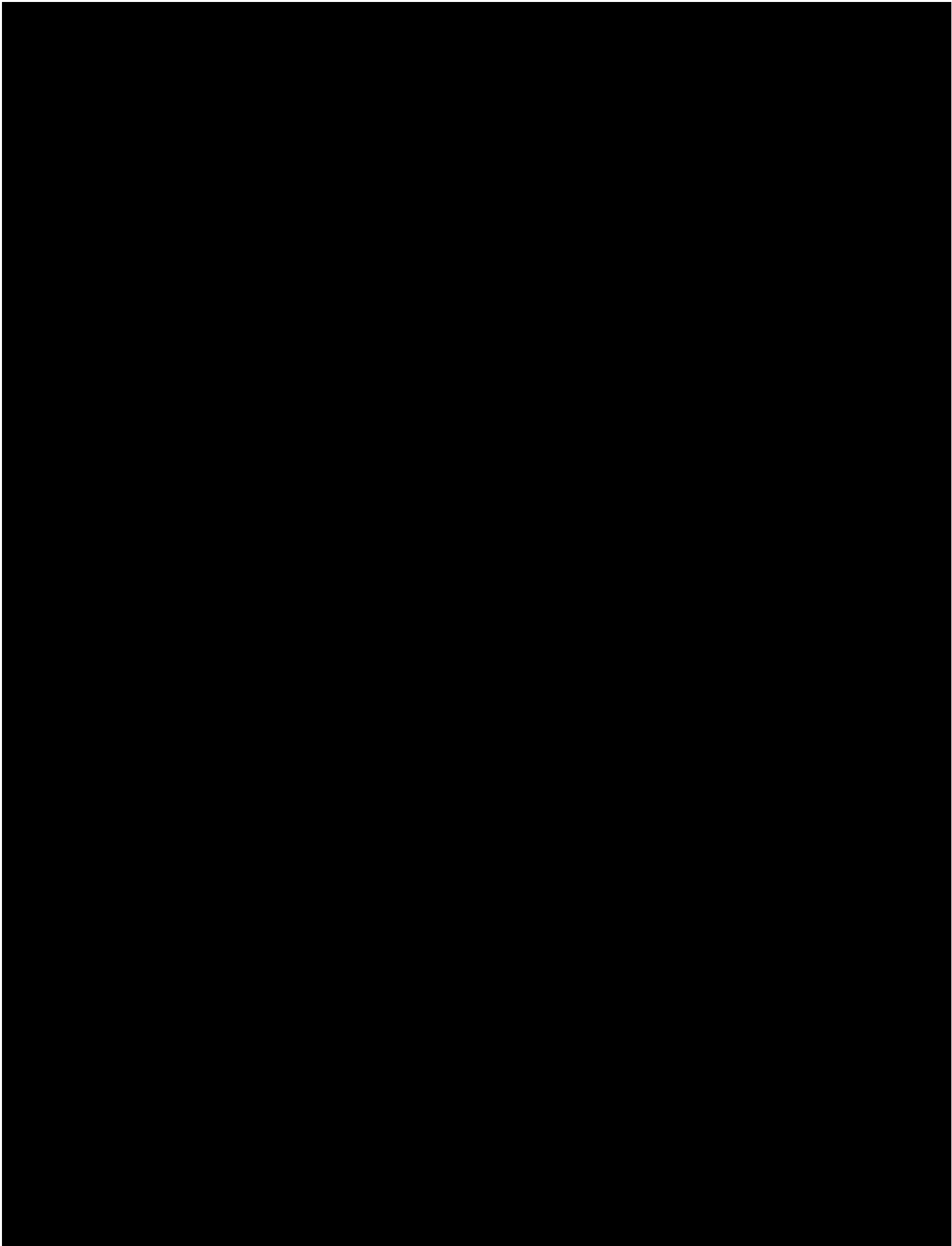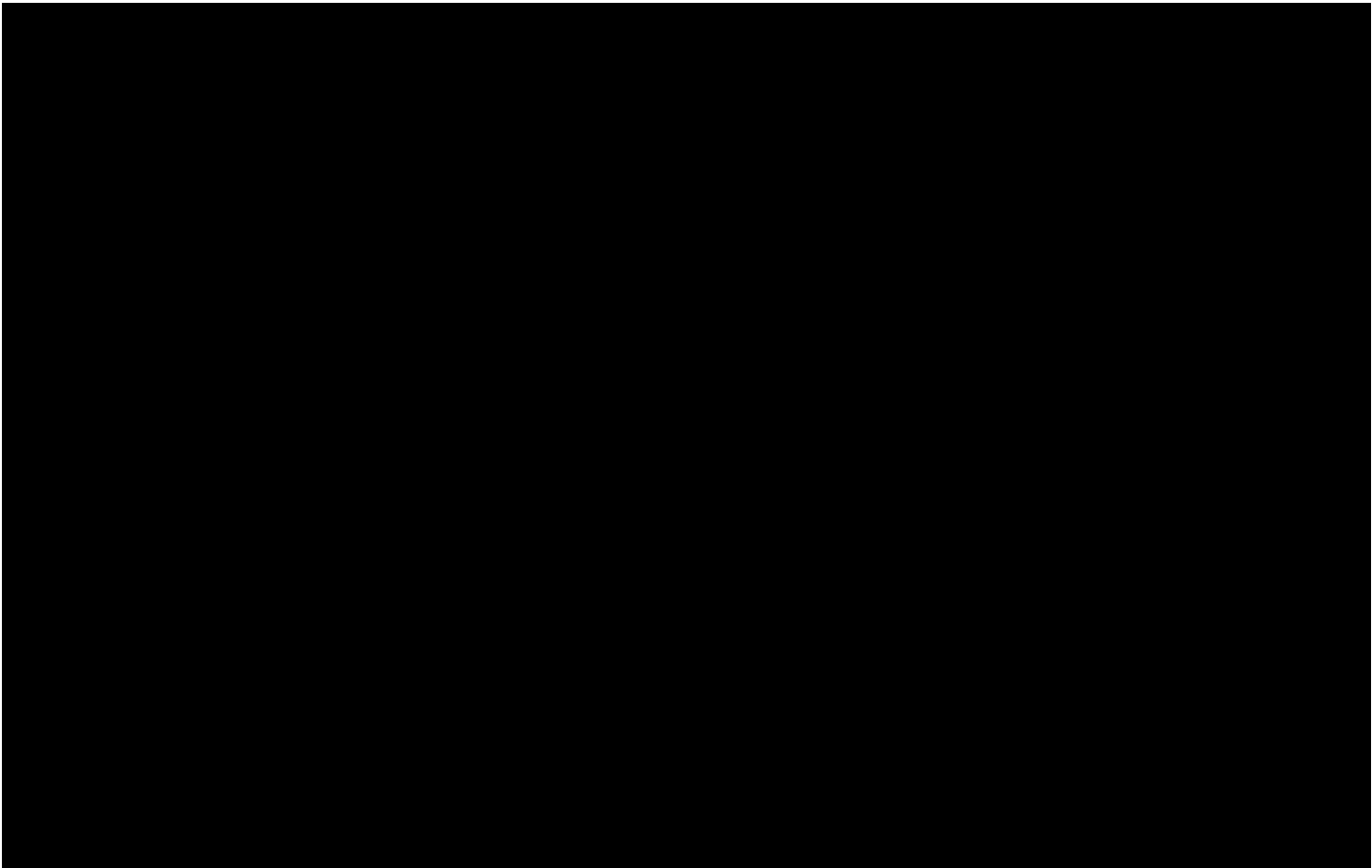
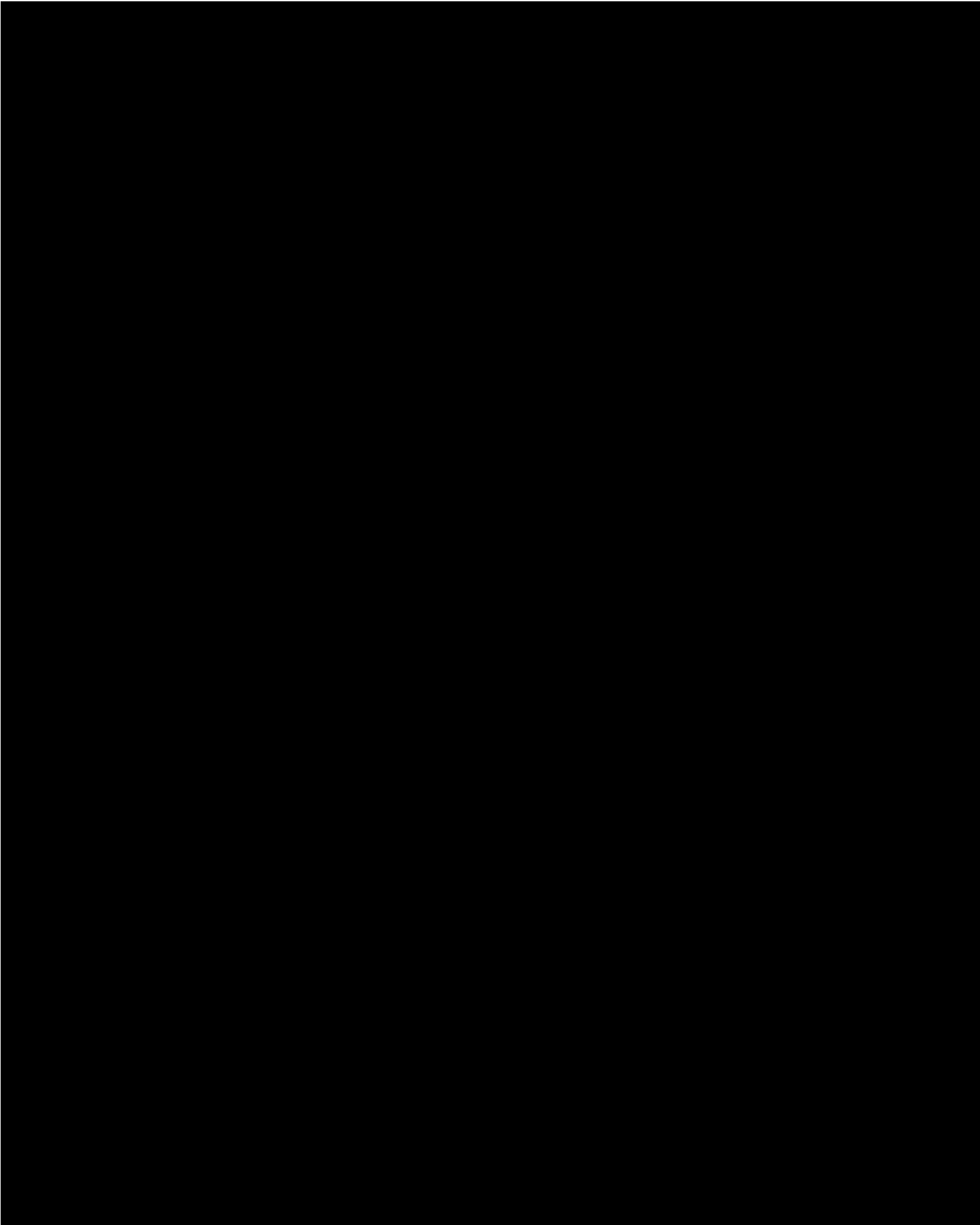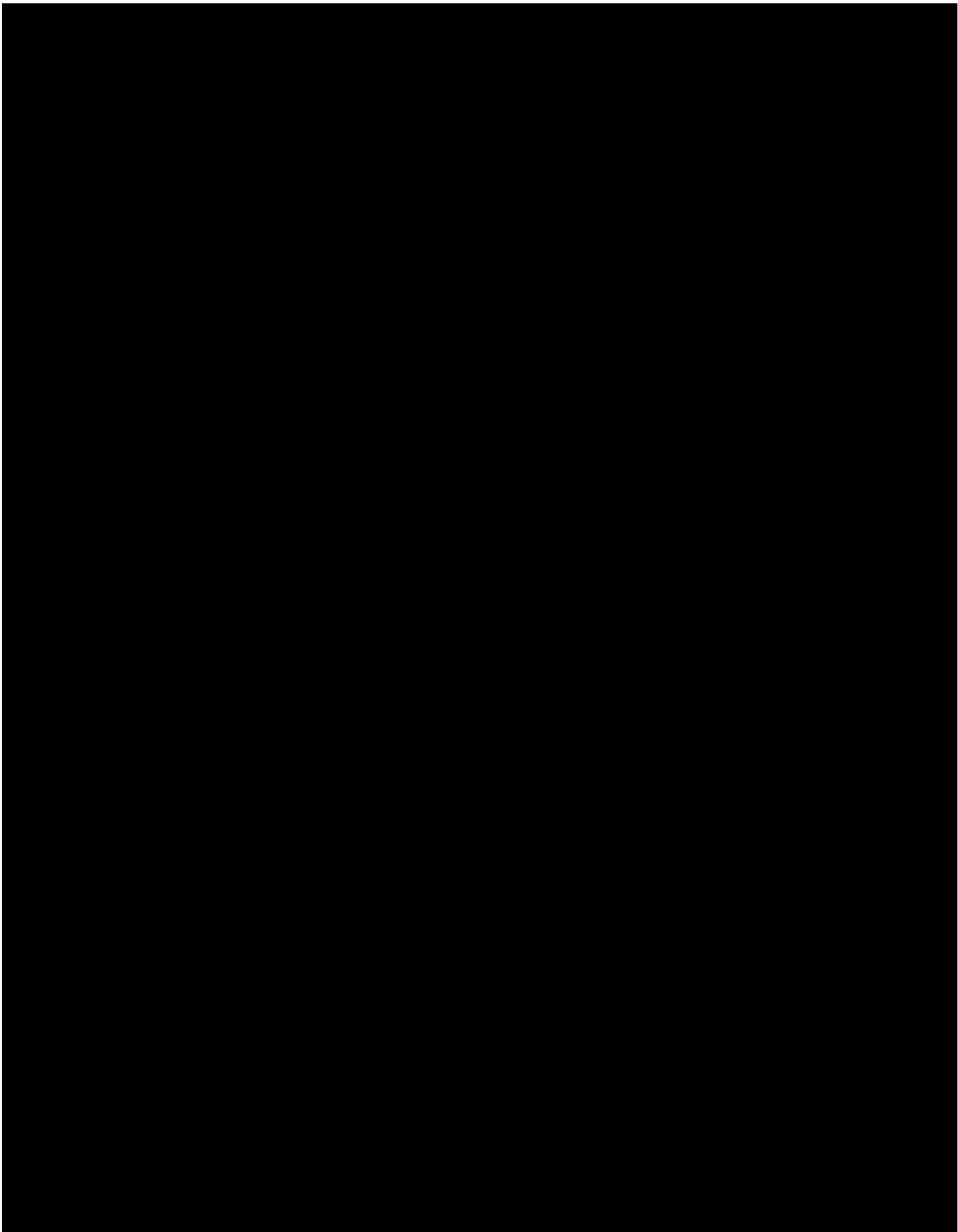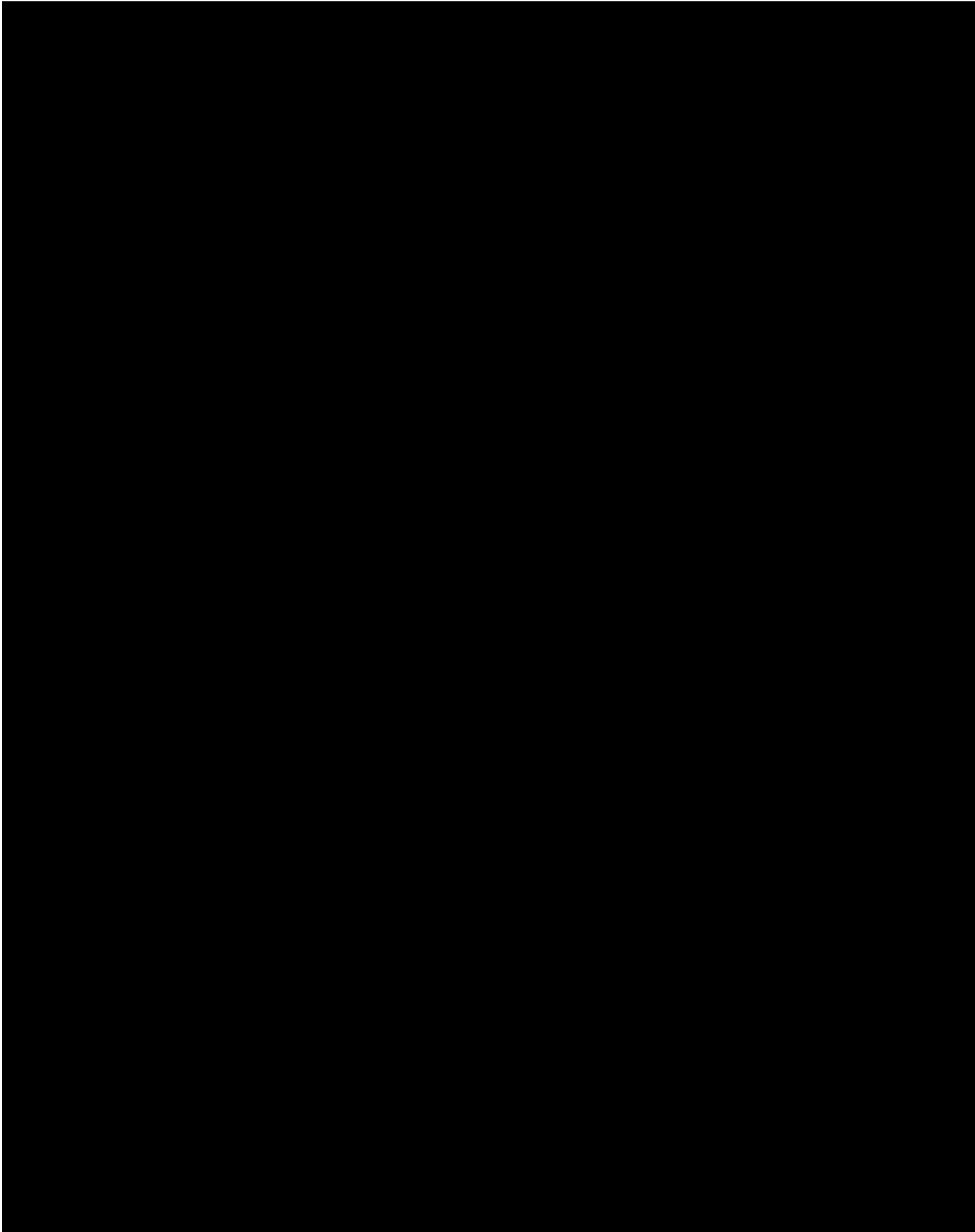**Equal Opportunity/Equal Employment Opportunity (EO/EEO)/Fair Treatment Section Comments**

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